

Forty Cents
January, 1955

MAGAZINE OF MANAGEMENT
MEN OF AMERICA

Manage

HOW HIGH IS "HIGH
ENOUGH" FOR UNEMPLOYMENT
COMPENSATION...

...Page 6



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ABOUT THIS ISSUE

The January 1955 issue of MANAGE Magazine features an objective study of unemployment compensation. Lead article for this month is entitled "How High Is 'High Enough' For Unemployment Compensation" and it begins on page 6. William M. Freeman pursues the subject in his "Business Notebook" found on page 10. Samuel Irish's "Washington Report for Supervisors" also explores the topic. It's on page 20.

For a list of the new clubs affiliating with The National Association of Foremen, turn to page 11. NAF club news in brief is featured on the next page in the new column "What's News Among NAF Clubs."

The Dearborn Stone Company made a minister a "vice-president in charge of souls" and production efficiency zoomed ten per cent in 11 months. Get the details of this story by turning to page 13—"Religion Is A Good Factory Worker."

An entertaining and humorous feature on "Uranium," written exclusively for MANAGE Magazine, is found on page 14. It's by Alan Pritchard.

"Foremen's Club of Post Cereals—Management Team of the Month" is described on page 17.

William Meek, NAF zone vice-president, describes the Los Angeles Stock Exchange in his article entitled "Capitalism Builds a Better America." See page 18.

R. J. Hall elaborates on "A Day in the Life of an English Foreman" on page 22. Morgan Christensen, through Bob Gasker, tells you how to "Turn On the Lights and Boost Production" in a story on page 24. News items from 321 West First Street, Dayton, Ohio are found on page 27—"The NAF This Month."

Arthur F. Marmoy discusses standardization, interchangeability of parts, and elimination of repeated setups in his educational article entitled "Acres of Diamonds." It's on page 28.

On page 30 you will find a new management problem to solve, and read the answers to the December winners. Don't fail to read "How Would You Have Solved This?"

MANAGE Service Bureau is the place to look for up-to-date information on new products. It's on pages 32 and 33.

Manage

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THIS ISSUE'S TOTAL CIRCULATION: 62,768

THE NATIONAL ASSOCIATION OF FOREMEN, MARION N. KERSHNER, President; GORDON R. PARKINSON, First Vice-President; WESLEY MAGNUSON, Secretary-Treasurer.

The National Association of Foremen (NAF) is a non-profit educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 62,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice-president at 321 W. First Street, Dayton 2, Ohio.

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The MANAGE FORUM

THE EDITOR SAYS...

ON NAF LEADERSHIP

ONE of the finest selling points of the NAF is often one of the most easily overlooked. But to the outsider who takes an interested look at the inner-workings of the NAF, it is the most impressive. We are talking about the fact that the NAF is "the foremen's own organization."

Now "foreman" is used here in its broadest sense of reference to first-level supervision.

Perhaps the greatest single attraction of NAF affiliation for management groups (naturally made up mostly of first-level supervisors) is that they are assured of equal opportunity with other affiliated groups, to govern the Association. Insofar as I have been able to find out, no NAF club has ever felt it was "being taken for a ride" by national NAF leadership. It is literally astounding that never in the 29-year history of the NAF has any level of management but the first-level ever dominated the top leadership. There is no record of the NAF movement ever being, even temporarily, diverted from its objective of creating better management men from front-line supervisors. A few off-track movements have begun within the NAF but they quickly died from being ignored by boards enthusiastically intent on the accomplishment of well-defined NAF purposes.

This is a magnificent tribute to the men who have made up the national Board of Directors through the years, and to the local club Boards for their strict guidance of the Directors.

NAF leadership has definitely been in the elected group, not the "hired hands" running the Home Office. Whether or not this has been the most efficient way of operating the NAF makes little difference in our point here . . . the point that, regardless of the large size of the Board (now 98 men), there has been no permanent meandering away from the basic purposes of the movement.

The strict self-discipline of the Board is characteristic of good foremanship. One example of this has stuck with me in recent years. Every now and then, I have seen little flurries of interest rise up for the annual January Board of Directors meeting to be held in Miami Beach, Florida, that American mecca of refugees from wintery ice, snow and respiratory ailments. But on every occasion, a big majority of the Board choked back their human desire to enjoy a Florida meeting—as thousands of other association boards annually do—and voted instead on Dayton, Louisville, New York City, or another non-resort city in January. (One Board group became snow-bound in Dayton several years ago.)

The general reason for the "No" to a January meeting in Florida has been simply, "It wouldn't look right for a group with the serious responsibilities we have to head for a winter resort to hold a business meeting."

Because NAF leadership is dominated by "cream of the crop" leaders from within the Association, members of affiliated clubs—mostly first-level supervisors—have faith that the NAF is "their own" organization.

It is difficult to imagine how such a remarkably democratic

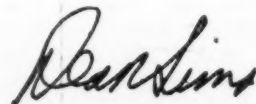
organization could grow so rapidly and solve so many complex problems connected with expansion into new industrial areas, without having its elective leadership wrested away, even temporarily, by men representing groups with objectives foreign to the basic NAF principles. It is no secret that a good many good and not-so-good organizations would like to have the strength of the NAF's 62,000 enthusiastic members within their orbits.

A fair estimate of the "management power" vested in first-level supervision would be 70 per cent—that is, of the power industrial management has over industry about 70 per cent of it is delegated by industrial owners to the men who supervise people and direct actual factory production.

These first-level supervisors of the NAF movement, dedicating their energies to improvement of themselves, their associates and their management profession, are indeed the brightest hope of free enterprise industry for tomorrow.

Consider, too, that the NAF supervisor, by his actions, indicates he believes wholeheartedly in the idealistic principles made popular by Horatio Alger, Jr., in his stories about right consistently prevailing over wrong, of Christian-principled young men laboring against overwhelming odds to find success in the best American tradition.

Understanding all this is the reason why a corporation president's recent remark to me made particular sense: "I wish every executive on my staff could have served as NAF Director for at least one two-year term."



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And the Readers Reply

GUARANTEED ANNUAL WAGE

To the Editor:

I have read with very great interest your December issue articles on the Guaranteed Annual Wage and feel that I can now speak authoritatively on the subject—thanks to the work you people put in on the study.

I have the feeling that this battle will be a great disaster, and that when it is over the unions will have lost, for the reason that management will not write its own death warrant by surrendering. When the dust settles (in my view) the pendulum will start its reverse swing, and the revenge will be a terrible thing. The only way to solve the dilemma will be Federal control, and that is not a pleasing prospect.

William Rinehardt
New York City

NOVEMBER EDITORIAL

I was reading the November issue of MANAGE Magazine and noticed your very interesting editorial, particularly the last portion of it where you talk about the "resale value of men." This is so applicable to so many men in the industry and some are those I know quite well—men who are selfishly pushing themselves ahead at the expense of the company.

Yes, I think it is too bad that everybody in the country cannot read your editorial—it would certainly do them a world of good.

Louis Wozar
President and General Manager
The Dayton Pump and Manufacturing Co.
Dayton, Ohio

WIFE SPEAKS UP

To the Editor:

I sincerely hope I am not out of line in writing you. You see I am a wife who reads MANAGE every month, but the December issue, I believe, won the prize.

All issues are interesting, though there's lots I as a housewife do not understand. That's all right, because there were quite a few things in the December issue I understood and enjoyed.

I feel your magazine comes under the heading of "good reading."

And such articles as "The Man Upstairs" will surely help keep Christ in Christmas.

Mrs. William J. Lewis
Buckeye Lake, Ohio

ED—We are appreciating more all the time the interest wives of MANAGE readers have in our magazine. We believe this indicates very definitely the important parts being played by wives in the development (and care and feeding) of modern management men. We all are very grateful to Mrs. Lewis for her thoughtful letter.

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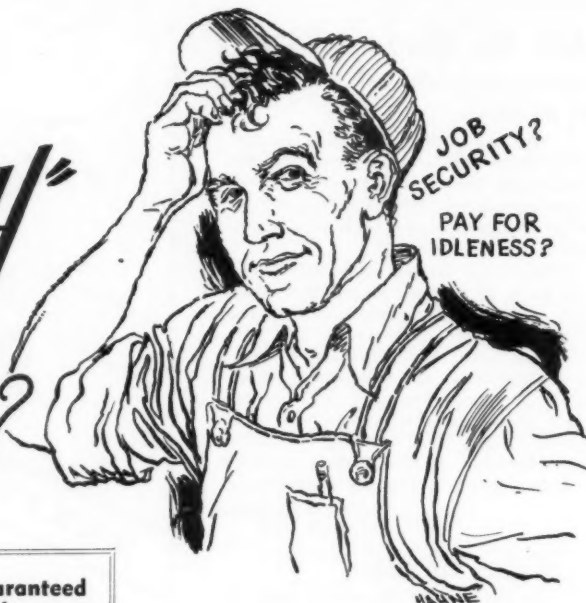
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HOW HIGH IS "HIGH ENOUGH" for Unemployment Compensation?



A blood-brother subject to last month's Guaranteed Annual Wage discussion, this story on Unemployment Compensation will bring you up to date on the matter. Probably you are being called on to voice some opinion . . . and here are some informative facts.

IF the guaranteed annual wage is industry's current \$64 question, the \$32 question is "Unemployment Compensation—How High Should it Go?"

Trying to answer this question started us delving into the score of books written on the subject and talking to practical experts.

In the state employment office in your home office city, Dayton, we found a well informed George Weigold, office manager, who had some very decided opinions.

"Some serious thought should be given to working out an adequate figure that will enable the temporarily out of work employee to make both ends meet," Weigold believes.

The problem, he feels, however, will be to determine a way this added sum of money can be obtained without working too great a hardship on the employer.

Weigold is pretty certain the rules governing how a person becomes eligible for this compensation are about as strict as they can be made without working an unfair hardship.

And he is fairly confident Ohio's limit of \$30 a week for a maximum of 26 weeks, with an additional allowance of \$2.50 for each of as many as two dependents is insufficient.

Most of all, he feels something should be worked out to reduce the kind of red tape that often results in as much as a four-week delay in the amount of time it takes the average applicant to get his first check.

"When an out-of-work applicant needs a check, he really needs it," Weigold said, "and a four-week delay seriously hurts some persons."

Weigold points out, from 15 years of personal experience in a state employment office, that unemployment compensation really is an insurance.

"It isn't to be confused with relief," he said, "because it doesn't, as it is operated today, take need into consideration.

"It is designed to bridge the gap between the loss of a job through no fault of your own to the time when you can get another job."

Another field man, who de-

clined to be named, had more definite ideas, based on his own experiences.

He suggests two thirds of a worker's wages should be allowed as unemployment compensation, explaining this would be about \$56 on the basis of Ohio's current average of \$86.

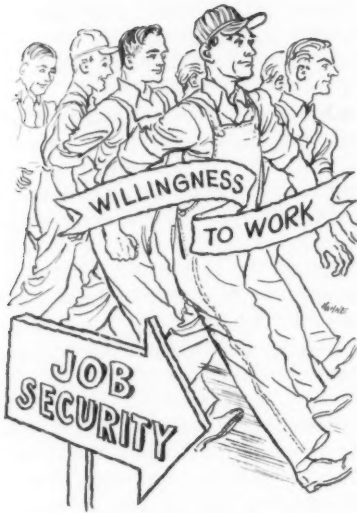
"That might seem a large sum of money, but it isn't, actually, when you consider the cost of living today and the fact most people believe industry has a responsibility to its workers."

Lest someone might feel this higher figure might encourage malingering and laziness, the field man is quick to point out most out-of-work persons he has encountered would rather have a job than loaf on unemployment compensation.

"Certainly, there are a number of persons content to draw their weekly checks, but most want to go back to work and start punching a clock again," he said.

The field man added he feels the program should be expanded to allow for compensation for as long as a year when a new job isn't available.

"This would cost a good deal more money," he admitted, "but a good many persons I have talked with indicate they would be willing to contribute a bit



from their regular pay checks to help defray the costs.

"Some would even like to have the program broadened to allow for compensation during sick leave," he said.

It is generally recognized unemployment compensation is designed to encourage employers to have a steady, stable employment.

The purpose is to have as low a turnover rate as possible so that the employers will get a more favorable merit rate, which is to say a lower tax rate on their payroll.

In a booklet, "Jobs? or Jobless Pay?" the Chamber of Commerce of the United States outlines the CIO's proposal for what it chooses to call a guaranteed annual wage.

The Chamber minces few words in suggesting the CIO's plan is almost entirely devoted to how much, how long and how to pay people not to work.

The booklet points out the CIO asks that an eligible worker be paid for a year even if he is not working.

While the few successful private guarantee plans operating today stress ways of keeping men on the job and on the payroll, the union's plan would become effective only after a man is laid off, it is contended.

And the Chamber insists this is not job security but pay for idleness.

To further understand what this is all about you must know

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what the CIO proposed in 1953 in a request rejected by the Aluminum Company of America.

The union wanted the company to guarantee each employee with three or more years of service, weekly pay equal to 30 hours work at the employee's wage rate, for 52 weeks, for each spell of involuntary unemployment.

The company would be expected to pay into an Unemployment Benefit Trust fund 10 cents for each hour worked by employees and the company liability would be limited to these payments.

Of course, the state unemployment compensation payments due any employee would reduce the amount of guaranteed wage the company would have to pay by the amount of the jobless benefit.

An employee must take suitable work if it is offered but the union defines in detail suitable work to mean comparable pay and utilization of the worker's highest skill. It also includes in "consideration of suitable work" those other factors as would influence a reasonable person in the employee's circumstances.

An employee can quit suitable work without good cause, or be fired for misconduct, and, after a penalty of 22 payless days, continue to draw his guaranteed payment.

It is the Chamber's contention that a program of this sort would put a bonus on idleness, discourage job seeking, raid our state unemployment compensation systems, force unfair tax loads on many companies by the few, straitjacket our economy and fail to keep its promise of security.

It is argued the CIO says the primary goal should be to stimulate management to provide a steady full-time employment, but that the union proposals actually are devoted to devices for maintaining wages off the job.

The Chamber lists the following union's views on pay that

should be received by out-of-work employees.

The United Automobile Workers policy statement of 1953 says "payments should be made to workers, for whom management fails to provide work, in amounts sufficient to insure take-home pay adequate to maintain the living standards which the worker and his family enjoyed while fully employed."

The International Union of Electrical Workers (IUE-CIO) held "guaranteed wage payments should be made to workers for whom management fails to provide work sufficient to maintain their wages and who are unable to secure other employment at their regular trade or occupation at their regular wages."

The IUE demanded in April of 1954 that the Westinghouse Electric Corporation guarantee each employee with one year's seniority 2,080 hours of pay per year and that this shall include not less than 48 weeks of 40 hours each at the employee's regular day work or shift differential.

It becomes obvious that the unions, if they have their way, will link together the guaranteed annual wage and unemployment compensation.

This is because the unions say "let the unemployment funds pay all that is allowed. Then the company has only to pay us the difference to make up our guaranteed annual wage."

This sort of a plea obviously has a dual role. It is intended to convince industry if it approves the expansion of unemployment compensation it will be reducing its guaranteed annual wage burden.

And if, in the future, either one of the programs should prove worthless or too costly and fall by the wayside, the unions would come out with at least one of the requests.

Moreover, their requests are, as the Chamber points out, a "pandora's box, filled with a swarm of troubles."

For example, it is contended, the drain on public funds would spurt, high benefits would encourage more people to take job-

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HOW HIGH IS "HIGH ENOUGH" FOR UNEMPLOYMENT COMPENSATION?

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less pay for longer periods, a penalty for working would be imposed on workers not getting private supplements.

In addition, no real savings would result for employers who agree to supplement state jobless pay unless they shift the costs to other employers.

To support the contention many would take jobless pay longer, the Chamber booklet cites the case in Puerto Rico, where \$20 benefits were claimed by 62 per cent of the entire 52 weeks, and in Wisconsin where the same sum was accepted by only 2.4 per cent, obviously because \$20 meant far more in Puerto Rico than in Wisconsin.

The Chamber holds more people would take jobless pay, and many would refuse new jobs, because of the broad standards unions would set for suitable work.

And in the final analysis, the Chamber insists, the costs of the program would be socialized, by being passed on to others than the ones actually responsible for the greatest drain on the unemployment compensation fund.

An interesting approach is taken by Tom Downs, member of the Michigan Employment Security commission, a part-time bipartisan group.

Contending the purpose of unemployment compensation not only is intended to provide for unemployed individuals and their families but to be a first line of defense against loss of purchasing power in the community, he insists:

"An unemployment insurance system should be so designed that benefit rates are in fact constantly related to fluctuating earnings."

Downs states the first and perhaps most dramatic conclusion is that benefit rates have not kept up with changes in earnings.

Michigan's new law provides

a maximum of \$30 a week for workers with no dependents and \$42 for workers with five dependents but the average weekly wage loss of out-of-a-job workers continues much higher than before the war.

For example, the average weekly benefit has increased from \$13.49 in 1938 to a peak of \$28 this year, but Downs notes the wage loss is up from 53.6 per cent of the average check in 1938 to 68.5 per cent this year.

Downs believes benefits can be established in part according to present tables or a percentage of wage loss with the maximum weekly benefit to be a percentage of the average weekly wages in covered employment in the state concerned.

Such a maximum would vary as the average varies, but he feels this would be the just solution because the maximum would go either up or down along with the average weekly wage.

Downs feels the system would have four advantages, establishing a permanent relationship between benefit amounts and changes in a dynamic economy, presenting no serious administration problem, being simple to figure and easily understood.

The proposal raises one serious question, in Downs' opinion, and that is whether the rates should be set on the basis of average wages in a particular industry rather than on a state-wide basis.

He seems to lean to use of all wages because that would provide a more stable figure and one less subject to peculiar shifts because of unusual employment.

Downs doesn't hesitate to admit the major problem would arise in trying to decide what percentage should be used for setting a maximum, for that is the crux of the entire program.

He notes, however, that President Eisenhower, in his economic report to Congress in January, 1954, proposed the states change their benefit pro-

visions to provide that "payments to the great majority of beneficiaries may equal at least half their regular earnings."

And he also explains the Federal Advisory council resolution of last January recommended weekly maximums equal to 60 to 67 per cent of the state's average weekly wage, and that Michigan's Governor Williams proposed 50 per cent of the average wage.

Downs emphasizes, however, that the "purpose of this article is not to determine what the percentage should be, but rather to present some ideas on establishing a new approach for a fluctuating benefit rate."

"Inside Ohio" provides an interesting sidelight on the problem, noting that "the whole public in the end pays the cost of unemployment insurance because the employer must necessarily add it to the cost of doing business, whether in the production of goods or the performance of service."



In Ohio, the CIO is proposing a bill that would, admittedly, revolutionize the whole concept of unemployment insurance in this state.

The proposal extends the period of compensation from 26 weeks to 39 weeks, raises the ceiling from \$30 plus \$5 maximum dependency benefits to \$50 plus \$9 dependency benefits.

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The magazine contends "that in itself is a strong temptation to make a career out of unemployment, but the temptation is made almost compelling by the provision that several members of the same family may draw these increased benefits at the same time if they are unemployed."

The publication points out the Ohio tax commission contends such a program, even in these good times, would cost at least \$47,500,000 annually more than \$100 to \$125 million it is estimated will be paid out in benefits this year.

In an era of extra economic dislocation the additional cost would be much greater and would have the effect of boosting the employer tax rate when he could least afford it.

Moreover, it is felt this might tend to prolong rather than shorten a period of economic distress.

The magazine sees another major objection to such a program as advanced by the CIO. It contends "there is great danger that because of abuses, inability to enforce strict administration and a general lack of understanding of the law the public may turn against the whole principle of unemployment compensation."

And this, it is explained, spells danger for any person who might lose his job at any time in the future.

The emphasis being placed on the unemployment compensation issue cannot be exaggerated.

The Chamber's Economic Research department notes average fringe payments during 1953 totaled 19.7 per cent of payroll for the 529 companies tabulated in a preliminary report.

This figure is made up of 3.3 per cent for legally required payments; 5.9 for pension and other agreed upon payments; 2 for paid rest and lunch periods; 6.3 payments for time not worked, and 2.2 for profit-sharing payments, bonuses and the like.

Being more specific, it is

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figured the cost of unemployment compensation is composed of .3 per cent tax to the federal government and .9 to state government.

One of the most intelligent approaches to the question is taken by Industrial Relations Counselors in a book, "Steadier Jobs, A Handbook for Management on Stabilizing Employment."

The book recognizes that job security is only available through the ability of management to manage and willingness of workers to work.

It proposes if, as everyone claims, the real purpose of unemployment compensation is to encourage job stability, that employees, unions, managements and the community all have a responsibility and a part to play.

"Achievement of the goal cannot be secured without the cooperation of each. The initiative however is in the hands of management."

While it is true the individual employer has little or no control over the factors that cause cyclic ups and downs in overall economic activity and in employment, management can exercise considerable control over factors that cause seasonal and other short-term fluctuations.

"Increased steadiness of em-

ployment will automatically result in a steadier flow of employee income through the year, and it may also have some effect in reducing variations from year to year."

The book suggests thorough studies of operations and proposes such steps as stabilizing sales, forecasting sales and planning production, purchasing for stability, good personnel policies and intercompany and community employment patterns that will be stabilizing.

Lest someone sell short this union program as a current flash-in-the-pan movement that will die aborning, consider these facts:

In 1944, the CIO Steelworkers under the late Philip Murray, also CIO president, asked the War Labor Board to approve a weekly wage guarantee to each employee for the two-year life of the steel labor contract.

The proposal was rejected but the WLB proposed a study of the guaranteed annual wage proposal, which was launched by the late President Roosevelt under the direction of Murray W. Latimer.

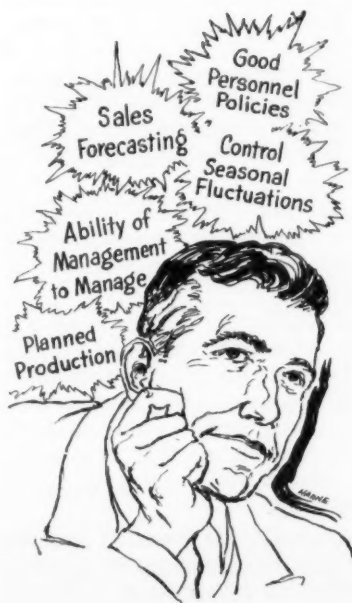
And while the Latimer report, published in 1947, did discourage union hopes for a traditional guaranteed annual wage it suggested the unions explore ways of getting employers to supplement unemployment compensation benefits.

The idea lagged for a couple of years but was revived in late 1951 and 1952 when Latimer was engaged by CIO Steelworkers to propose the supplementary unemployment compensation idea to the wage stabilization board.

The whole problem of how high unemployment compensation should go is a difficult one to answer because it involves so many ramifications and so many bitter feelings.

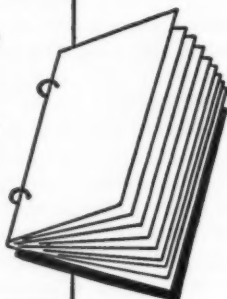
Unemployment compensation and guaranteed annual wage movements have become so closely linked that it is impossi-

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BUSINESS NOTEBOOK

by William M. Freeman



THE FIGHT FOR BUSINESS among business men in northern New Jersey was producing some curious results not long ago: Another in a series of gasoline price wars sent the per-gallon signs downward. Then a whisky price war broke out, with taverns trying to give the most for the least. It all led an observer to comment that it was cheaper to be a drunken driver in New Jersey than in any other state.

HORSE vs. MAN

The horse toils mightily. He rises early, works all day, gets little time off. His owner feeds and shelters him. When the animal's labors have exhausted him he is cared for and permitted to graze as he sees fit until his days are done.

The man toils mightily. He rises early, works all day, gets little time off. His employer pays him an amount agreed upon by the two (or their representatives). With this amount the man feeds and shelters himself as best he can and, when his labors have exhausted him, he must care for himself in whatever pastures humans are permitted to enter until his days are done.

This makes it look as if horses have it all over men. They both work, but the horse seems to have an advantage in that his employer takes a responsibility for his welfare, even after he is no longer able to work. If the employer doesn't some arm of government, blue-coated, brass-buttoned and stern-visaged, will get after him.

The only trouble with this comparison is that horses are not men, and men are not horses. The two can't be compared. There are some points at which the two are similar—work, feeding, need of shelter and, most important, in eventually giving up and requiring a form of free pasture—and the superficial thinkers often are confused into thinking the two have similar problems. They do not. The big difference is that men can think on a higher level and, in providing for the horse in return for the horse's labor, can work out, too, a way of caring for himself.

The horse is not a free agent. He may not quit, and he does not get fired. The man may quit when he so desires, or he may be fired when the employer wishes, limited only by whatever contract has been decided upon between them.

When the man has been discharged, unlike the horse, he gets a further payment (although not in every type of work) for a varying amount for a varying number of weeks. This pay, called unemployment compensation, comes from the man himself and his employer, through taxes paid to a state agency. Under many circumstances, such as a low-paid or disagreeable job, it often is advantageous for the man to leave his job deliberately and in such a way as not to endanger his right to the extra compensation.

When this situation arises (it is not unusual) it is apparent that the unemployment insurance payment is set altogether too high, since its effect is to discourage initiative and work rather than to replace

a work payment temporarily. This was the finding of the well-intentioned law designed at the close of World War II to "rehabilitate" the veteran while he resumed a place in a workaday world. It provided a weekly payment of \$20 for fifty-two weeks to those veterans unable (or unwilling) to find jobs. The immediate effect, however, was to create what the ex-soldiers themselves called the 52-20 Club. A great many veterans cheerfully joined the club, postponing looking for jobs until they had received that \$20 check for a year. The amount paid totaled \$1,040, a sum well worth having, especially if no work was involved.

That experience, broadened to other types of industry, notably intermittent, seasonal or short-term employment, such as that of the student, the impatient, the over-ambitious, the one-who-can't get-along-with-fellow-workers, the actor, the farm worker or the non-planner, has taught an interesting and important lesson.

It is this: The unemployment insurance payment must not of itself be made attractive, lest it be preferred to employment itself. Its primary purpose is to provide a stop-gap payment, to ease the financial hardship between jobs for those who for one reason or another have no funds stored against such an eventuality.

The instant the unemployment insurance check becomes a living wage, or close enough to serve, it ceases to fill its proper function and becomes an end in itself. There are many workers who seek only to work sufficient time to become eligible for the maximum in benefits, which then are obtained without further work.

The economists caught on to this rather earlier than management or the lawmakers. The workers, who have known about it all along, prefer not to face it at all. Those who make use of unemployment insurance benefits as a salary replacement prefer to regard it as anything but

a temporary stop-gap aid. Those who work then carry the weight of payments to those who don't.

If job insurance payments can be made non-attractive, in comparison to job payments, then their total should be regarded as indicative of the employment situation. Actually, the payments, are being made more and more attractive to the non-worker, with the worker bearing the burden in the form of pay that otherwise might be higher.

For eight months of 1954, the latest figures available, the country disbursed \$1,430,633,065 in such payments, against \$1,225,817,000 for the comparable period of 1949. That year is chosen because it was the latest previous period of above-average industrial idleness. While the increase from 1949 to 1954 indicates more unemployment, actually it should be taken as indicating less because coverage has widened and benefits are greater, with the figures representing only total dollar payments. Since 1949 some 4,000,000 more workers have been added to insured employment, and benefits run about \$4 a week more. Further, the average duration of eligibility for payments has been lengthened.

Man has not done well at providing such tiding-over payments. He tends, as an employer, to do the best he can, and, as a worker, he wants the best he can get. In the main, neither seems to recognize that the unemployment insurance payment is not an end in itself. Neither seems to recognize that the best possible situation would be one in which such payments would not be necessary. While the payments should not be so small as to work a hardship on the person suddenly out of work, they should not be so large as to make such checks more desirable than a regular wage.

We don't do at all well at paying pensions, either. We are beginning to recognize that we pile up pension costs to a grossly uneconomic figure if we retire workers arbitrarily at 65. Robert

MANAGE January 1955

K. Burns, executive officer of the University of Chicago Industrial Relations Center, commented not long ago in The American Journal of Sociology:

"This age limit was set in depression times when there was a substantial surplus of manpower, which is not the case now."

If industry were to maintain its level of production and retirement were to be postponed from 65 to 68 or 70, he asserted, pension costs could be cut a third.

The retirement-at-65 concept is not universal, of course. Figures obtained by statisticians of the Metropolitan Life Insurance Company, based on official Census Bureau data, indicate that three-fifths of all American males aged 65 to 69 are gainfully employed and almost half of those aged 70 to 74 have some sort of job. Most are self-employed and many are in part-time posts or take light employment such as jobs as watchmen and guards.

As a country we seem to have fallen down on unemployment insurance and on pensions for the best of all possible reasons: We are trying to pay as much as possible. It won't work. We need people working, not paid for not working.

New NAF Clubs

LEACH MANAGEMENT CLUB

Leach Relay Co.
Los Angeles, Calif.

FOREMEN'S CLUB OF MILWAUKEE

Milwaukee, Wis.

THEW SHOVEL COMPANY MANAGEMENT CLUB INC.

Thew Shovel Co.
Lorain, O.

BRIGGS MANAGEMENT CLUB

Briggs Manufacturing Co.
Detroit, Mich.

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What's NEWS Among NAF Clubs

"A Trip to Europe" was the theme of the November meeting of The Axle Club (Timken-Detroit Axle division) of Detroit. Featured on the program were a travel agency representative, an Air France official and the French vice consul for Detroit. Three movies dealing with travel to France were shown and a bottle of French champagne was awarded a contest winner.

Kermit Blosser, Ohio University's end coach of the varsity football squad, was the principal speaker at a meeting of the Tri-County Management Club of Parkersburg, West Virginia. Guests were the St. Marys Blue Devil football squad of St. Marys, West Virginia, and their coach, L. P. Ingram.

Newly elected officers of the 1,950-member Lockheed Management Club of Georgia are: Harold S. Mintz, president; H. M. Pauline, first vice-president; David O. Kelly, second vice-president; Charles deBedts, secretary; and Donald B. McDade, treasurer. New directors are J. T. O'Neil, Maurice M. Egan, James H. Paige, John A. Morse, Joseph Woodcock, Myron T. McNeal, James E. Pennington, and William A. Benz.

More than 800 persons attended the annual Ladies' Night program of The Foremen's Club of Columbus recently. The meeting was sponsored by the Kroger Company.

The ACF Foremen's Club of St. Charles, Mo., with 92 per cent of the membership present at the annual installation meeting, set a new attendance record for all clubs affiliated with the NAF in the metropolitan St. Louis Area.

A tour of the Sylvania Electric Products Plant in Batavia, New York was the main feature of a meeting of the Buflovak Management Club.

Frank Leahy, former head coach of the Notre Dame football team and now vice-president in charge of sales for the Exothermic Alloy Co., was the guest speaker at a meeting of the Granite City Steel Management Club.

Physical therapy wards in two widely separated hospitals were presented with Hubbard baths recently. The baths—stainless steel tubs designed for hydrotherapy in polio cases and other diseases affecting the limbs—were built by employees of The Solar Aircraft Co. in the two plant cities, San Diego, California, and Des Moines, Iowa. Solar donated the steel and use of shop facilities and the men constructed the tubs on their own time. Both constructions were projects of the management clubs.

George Bullock was presented with the "Mug of the Month" by George Wild at a recent meeting of the American Airlines Administrative Association, Tulsa, Oklahoma.

A Safety Exhibit was the highlight of a Foremen's Club of Toledo meeting. The exhibit, largest of its kind ever viewed in Toledo, was arranged by the club's Modern Material and Methods of Production Committee. D. F. Copell, vice-president of the Wagner Baking Corporation, Brooklyn, was the speaker.

In John T. Beatty's 1954 NAF convention address, he recommended that NAF clubs buy one or two copies of four publications for circulation among members. Mr. Beatty, president of United Specialties Company, Chicago, was honored by the NAF as the National Management Man for 1954.

The publications are as follows:

"The Turning of the Tides" by the late Congressman Paul W. Shafer of Michigan and John Howland Snow, published by Long House, P. O. Box 1103, Grand Central Annex, New York 17, N. Y. (price \$2.00).

"U. S. News & World Report" weekly newsmagazine, circulation department, 437 Parker Avenue, Dayton 1, Ohio (price \$5.00 per year).

Weekly four-page newsletter, "Human Events," 1835 K Street N. W., Washington 6, D. C. (\$10.00 per year).

"The Freeman," published monthly, Irvington-on-Hudson, New York (\$5.00 per year).

The American Air Filter Supervisor's club, Louisville, Ky., enjoyed a November sneak-preview of the company's products to be shown in January at the Philadelphia convention of the American Society of Heating and Ventilating Engineers. The products preview was the largest display AAF has ever had (over 130 feet of booth space). To acquaint all supervisors with the workings of all AAF departments and manufacturing processes, a plant tour was held in connection with the show.

Members of the Nashville Avco Management Club and their wives operated a food concession stand at the Tennessee State Fair in order to raise money to contribute to the Polio Foundation. Hourly employees helped by contributing cakes and pies to be sold. Donation to the fund was \$232.

The Dubuque, Ia., Foremen's Club annually conducts a two-day out-of-city plant tour. This year, 40 members of the club visited the Gisholt Machine Company of Madison, Wis.

One hundred and one new members were added to the roster of the Douglas Long Beach, California Management Club as a result of a membership drive by the Tooling Division.

"Does Research Pay?" was the theme of a recent meeting of the Heppenstall Management Club. The company's Research department conducted the program.

Twenty members of the Spang Chalfant Supervisors' Association attended the Western Pennsylvania Safety Council Training Course in Pittsburgh recently.

Through the efforts of the Lima Management Club, the city of Lima now has adult education programs on an extension basis from two universities—Ohio Northern University and Bowling Green State University. Approximately 200 are enrolled. These are the first extension courses of accredited universities available to Lima.

Governor and Mrs. Paul Patterson were guests at a recent meeting of the Greater Portland Management Club. The governor spoke about Oregon's future.

MANAGE January 1955



This company made a minister a vice-president and production efficiency zoomed 10 per cent in 11 months.

A TEXAS MINISTER, who calls himself "vice-president in charge of souls," believes production efficiency can be increased with a full-time industrial chaplain.

Rev. J. Gordon Peterson of Dallas is chaplain of the Dearborn Stone Company, an organization with 250 workers.

And his work has convinced him first aid for the soul is becoming as important in industrial plants as first aid for the body.

Mr. Peterson conducts daily 12-minute devotional services in the plant, at which attendance is voluntary and on company time.

He writes a popular column in the plant magazine.

RELIGION is a good *Factory Worker*

The minister, who contends he once was "sitting pretty high in the church steeple and not close enough to the curbstone where the people are," is on call 24 hours a day.

He spends about half his time in homes or hospitals with the families of the workers, and much of the rest of the time counseling with the employees themselves.

He hasn't got away from the church, however, working closely with local pastors and often referring employees to them for further counseling.

He knows, for example, that "our program can never take the place of the church, but if they don't come to the church, then we bring the church to them."

For those who might question the value of such a program, Mr. Peterson reports the workers in his plant had risen from an efficiency quotient of 2.67 the year before the program started to 12.57 after it had been in operation 11 months.

Moreover, he believes a mutual faith in God will do more than anything else to shorten the length and narrow the width of bargaining tables.

He thinks ministerial-industrial relations, as he chooses to call his field, can be put to work in industry in many ways.

He would use religious leaders in conferences between labor

and management, and provide religious literature in reading material racks.

For example, he cites the case of one company that placed a Bible on the reception desk and brought about an amazing change for the good in the type of conversation at the desk.

He thinks a chaplain's corner should be established in every plant publication, and he would provide a convenient place for employee prayer, study and worship.

Mr. Peterson points out he has found only about four per cent of the workers ever bothered to pray about their job situations and that very few clergymen ever suggested prayer.

Because of this he feels more theology students should be encouraged to learn more in this particular field.

"After all," he said, "We have gone about as far as we can with tools. We should start redirecting our efforts."

For the uninitiated, Mr. Peterson and his company are not guinea pigs. Many other companies across the country already are seeing the worth of ministerial-industrial relations, and 37 companies in Dallas have chaplains.

They, apparently like one company president, have come to believe, "There is no conflict between Christianity and good business practice."



EXCLUSIVE!

to Manage Magazine

By ALAN PRITCHARD

PPULL up a casting there and have a seat. While you are diving into your lunch box I want to tell you about the biggest mining boom in the history of the country.

Quiet, ain't it, with all the production shut down. Quiet like out on Calamity Mesa or Dead Horse Point when the stars come out and all you can hear is a coyote yapping up some lonely canyon and maybe the radioactive ore clicking in the phones of your geiger counter.

What makes the clicking? **Uranium!** That's what they're digging out of the Colorado Plateau. The stuff they make atom bombs out of, and radioactive medicines, and maybe someday the power to run a plant just like this one.

Pappy thought the gold rush was big potatoes—he should have seen this one. There's thousands of people out there, combing the wild rocks of Colorado, Utah, Arizona and New Mexico. Some of them are getting rich, too.

Maybe you heard of a guy named Charlie Steen. Naw, he never worked here at the plant. Charlie is a geologist. He's half man and half legend out west of the Rockies. Far as the man is concerned he looks like an office boy in the accounting department—smallish, kind of bald, young looking. Back in 1950 or so, Charlie got an idea where to find uranium. Only nobody agreed with him. They told him he was whacky and better stick

to his book-learning. Charlie couldn't see it that way.

Charlie's mother had faith in his theories, though. She grubstaked him to \$1,000, all she could scrape together. Charlie rented a shack in a mud-chinked settlement called Cisco, out in the Utah desert. Then he went out and staked some claims in the Big Indian country, where the other geologists said there wasn't a prayer of finding uranium.

It was a tough winter for Charlie and his wife and four kids in that log shack at Cisco. There were no lights and no running water and not too much to eat. Once a week or so friends would drop in with milk for the kids and a few groceries. They timed it to get there when Charlie wasn't around—he wasn't taking charity from anybody.

Charlie didn't even have a geiger counter. All he had was a theory and a lot of guts. His thousand bucks was about gone. He needed more money for a drilling rig. He sold shares in his claim for \$1 each. Nobody thought he had anything. He was just such a nice little guy they tossed in a buck or two, feeling sorry for him and his kids in that Cisco shack.

Charlie rented a drilling rig and on July 3, 1952, bit down into the hard rock of Mi Vida—My Life—one of his claims. For

three days he drilled down, the diamond tip coring out samples in the ancient formations. Then the drill broke. Down went his tools to the bottom of the hole. Charlie's hopes went down with them. There was no more money for another diamond drill and he didn't have enough core samples for a real scientific study of his theory.

Charlie picked up the few samples he had and lugged them into Moab, Utah. He stopped off at a gas station run by a friend. There was some guy there showing off a new geiger counter.

"Here," said Charlie, "try it on these." And he tossed over his samples like he was rolling out dice, hoping for a natural when he knew the odds were against him.

The guy with the geiger counter moved it toward Charlie's rocks—and his eyes went wide. "Holy Mackerel!"

Vernon J. Pick, who is described in Alan Pritchard's story on uranium, recently sold some of his uranium mines to the Atlas Corporation for more than \$9,000,000. A flying laboratory he received as part of the agreement with Atlas will aid Mr. Pick in his future explorations.

You almost didn't need the ear-phones to hear that wild clicking.

Charlie had hit it, all right. He took out \$2,381,350 in uranium ore the first year, not counting \$35,000 in bonuses from the Atomic Energy Commission. No more dark shacks in Cisco, no more friends bringing milk for the kids. He had a tough time selling stock in his theory for a buck a copy in 1952. A year later it was selling at \$175 a share and Charlie was buying it back as fast as he could.

Right now Charlie is organized more ways than General Motors—The Mi Vida Co., Utex Exploration Co., Big Indian Mines, Inc., Moab Drilling Co. He is part owner of a new bank in Moab and is planning a million-and-a-half dollar shopping center and a housing development in the former ghost town. He's still a quiet little serious guy, but he draws a lot of respect. The experts figure he has an ore body down there worth \$100,000,000.

Then there is a guy named Vernon Pick. He ran an electrical shop up in Minnesota until there was a fire one night that burned him out of business. He went west with his family. He was looking for work in Colo-



rado Springs when he heard there was an uranium boom going on on the other side of the Rockies. He went over to look. He didn't know much about uranium, but he read all he could get his hands on and went out prospecting.

Death lurks on the Colorado Plateau for the unwary and Pick

was a green easterner. He staked some likely looking ground on his lonely trek into the back country in the Wild Horse Point area of eastern Utah. He cooked his own grub and took his drinking water from a fast running stream nearby. The claims later proved good, but the water didn't. Pick didn't know it, but the water he was drinking was laden with arsenic. Not enough to kill a man outright, but enough to lay him low and let the hot sun finish him off in that arid area. Soon Pick was stumbling around, delirious, his guts aching, alone.

He was out of his head when an Atomic Energy Commission field man found him. Pick had told a few of the AEC boys where he was going and when he didn't show up on schedule they went looking for him. It was a few days before Pick even knew he had been rescued.

Pick recovered from his dose of arsenic—and found his claims to be worth more money than he had ever dreamed about in the electrical business. Next to Steen he is probably the richest individual uranium prospector in the west. And there are some that say he is richer than Charlie. Pick doesn't say much either way.

There are a lot of stories of unusual uranium strikes. Like the deer hunter who lost a rifle in the deep snow last winter and went back in the summer to look for it. While scouting around he picked up a few rocks because they looked interesting and put them in his pocket. He couldn't locate his old gun. When he got back to town he took his interesting rocks to a friend who had a geiger counter. The rocks proved to be high grade uranium ore. Then he couldn't remember just where he had picked up the rocks. It took another trip, back-tracking the first one, to locate the site. He didn't lose any time staking out claims.

Then there was the rancher in Gunnison county, Colorado, who had heard about the uranium

boom. He told some friends about some peculiar looking yellow rock on his property, right near a 50-year-old abandoned prospect hole. They all went out to look at the rocks, 18 miles southwest of the town of Gunnison. As they approached the old prospect hole, the geiger counter registered a high degree of radioactivity.



The rancher and his friends staked 31 claims. That was in July. Late in August they sold the claims for \$100,000 plus a percentage of all ore mined from it to two guys from Grand Junction, Colo., Garth and Vance Thornburg. Where did the Thornburgs get the money? Early in July they sold 110,000 shares they held in the Plateau Mining Co. for a neat \$550,000.

Or take the group of Cortez, Colorado, people who formed the Amdeg Uranium Co. and bought a group of eight claims southwest of Blanding, Utah, for \$5,000. A week after they bought it they ran out of ore. It looked like they had a lemon and a sour one at that. They decided to make one more shot. They blasted back four more feet in their tunnel and hit a richer pocket of uranium than the mine had ever produced. The original owner, as surprised as anybody, offered \$200,000 to get his old workings back. They sold out to a Salt Lake City mining firm for \$600,000.

Then there was the Californian who got a rich geiger count right on the edge of one of the most important access roads to the Colorado uranium mining area. He went to the AEC operations

(Continued on page 16)

URANIUM

(Continued from page 15)

office in Grand Junction. If he located a big strike at the edge of a road, how could he mine it? If it was big enough, they told him, they would build a viaduct over it and he could tunnel his mine underneath. Nothing stops these boys when it comes to uranium.



So he went to the county commissioners of Mesa county. Would it be alright to dig a prospecting hole at the edge of one of their roads? Sure, said the commissioners with true western hospitality, if he would fill it up when he was done.

Our California friend was elated. He hurried back to the spot and started digging. Right on the surface, covered with nothing but a layer of dust, he found a pair of highly radioactive rocks. Eagerly he dug his way three feet into the ground. There wasn't another pebble of radioactive material. After a hot afternoon's digging he figured it out by himself when a big ore truck slewed by. From under the canvas cover of the truck a few pieces of loose ore spilled out on the roadside. It had apparently happened before. That was the stuff he was picking up on his geiger counter. Well, a fellow can't hit a Mi Vida every day in the week.

Like I said, there are a lot of people getting rich by finding uranium. But there are a lot of misconceptions on how uranium pays off. Some eastern writers, who wouldn't know a canyon from a pinyon pine, are giving

the impression that uranium ore has a value equivalent to gold. It doesn't by a long shot. If the truth must be known, the highest grade uranium so far reported on the Plateau figured out to slightly more than 57 cents an ounce. Pure gold is worth \$35 an ounce. There's quite a difference.

Where does the big money come from? How did Steen take \$2,416,350 in a year from Mi Vida at such prices? The answer, like in most manufacturing businesses, is in quantity production. To make his \$2 and one-half million, Steen shipped 52,542 tons of ore. That comes out to something like \$46 a ton. But that's the price for a full ton of raw ore. If you want the value of the uranium itself you have to know what percentages of the stuff are in the ton.

That 57-cents-an-ounce uranium brought its owner \$4,021.42 a ton. It was real high-grade stuff—24.14 per cent uranium and 14.53 per cent vanadium, the stuff that hardens steel. Vanadium sells for a flat 31 cents a pound, so the producer got \$90,086 for 290.60 pounds of that metal. For uranium ore, the AEC has a sliding scale depending on the percentage of uranium oxide present. They also give a bonus for the first 10,000 tons of production, a development allowance and a haulage allowance, all of which complicates matters. For purposes of simplicity, they all lumped together in this case to give the producer \$3,931.334 for 482.80 pounds of uranium oxide in his ton of high grade. That amounts to \$9.168 a pound or .5725 an ounce. And remember, this was a hand-picked ton, mined by Walter Gramlich of Moab, Utah. Normally the miner mixes his high grade right in with the run-of-the-mine stuff. Gramlich sorted out a ton "just to see what it would run."

Although the per pound price of uranium oxide isn't startling, it runs up into some nifty figures because of the tremendous volume of raw ore being han-

dled. Uranium ore is 1000 times more plentiful than gold. If there is anything on the Plateau more plentiful than uranium ore it is uranium mining companies. They are being organized faster than the names can be sent over a ticker tape. For three cents a share some of the companies offer to make you rich over night.

There are some honest and legitimate companies raising funds for development by selling stock. And there are scores of companies that are organized around worthless claims with the owners hoping to do their mining among the suckers who want to get in on the big boom. The gilt edged stuff should make mighty pretty wallpaper.



It doesn't take a Wall Street type genius to figure some of the rarified economics. A company that sells 11,000,000 shares of stock is going to have to reap a mighty big profit to make a dividend amount to much after it is split in 11,000,000 slices. It takes a lot of ore to make a profit and to get a lot of ore out of the ground takes a lot of expensive equipment and know-how.

Unless you know something more about the company than the name on the folder, save your money. Like running a turret lathe blindfolded, buying uranium stock is a highly speculative venture.

Aren't there *any* good uranium stocks?

I'm sure glad you asked that question. Now I got a little deal

(Continued on page 26)

MANAGE January 1955

FOREMEN'S CLUB OF POST CEREALS MANAGEMENT TEAM OF THE MONTH

To the Editor:

Your attention is invited to the activities of the Foremen's Club of Post Cereals during the past 30-day period, which, we believe, entitles our group to consideration for a "Management Team of the Month" award. During this one month, 66 per cent of our club membership participated in at least one club committee function. These committee activities, which were designed to stimulate leadership training and practice, were as follows:

MILT CANIFF CARTOONISTS SHOW—Fifty members of the Foremen's Club, on October 12, served as hosts at this all-employee cartoonist show.

COMMUNITY CHEST DRIVE—Forty members, on October 15, actively participated in the Battle Creek Community Chest drive. Our members performed all duties from active solicitation to the making of enthusiasm-developing public addresses.

GET-OUT-THE-VOTE CAMPAIGN—On November 2, 50 Foremen's Club of Post Cereals members threw their efforts into a 500-call Get-out-the-vote drive for this off-year election. What was expected to be a bad voting day crowd in our area turned out to be a good voting record, thanks in great part to the drive to remind citizens of their obligations to vote.

AMERICAN CANCER SOCIETY INTERVIEWS—On November 8, fifteen club members accepted assignments by the American Cancer Society. They interviewed groups of local citizens on their cigarette, cigar or pipe smoking habits and sent the reports to the Cancer Society.

We are pleased over this excellent showing made by our 236-member club. Not only is the

management organization of Post Cereals kept out front in community affairs leadership, but the opportunities for personal development of our members in civic leadership are without limit.

We have found, and our club membership's enthusiasm for civic affairs bears me out, that membership participation in community programs has made possible a greater understanding of "management unity" by our group.

We have found it to be excellent public relations for our Post Cereals NAF club always to be willing to provide the leadership, as well as the working manpower, for worthy community activities. It is good public relations for our company too. The good accomplished by the community activities themselves is known to every American community where similar programs are held.

Leadership training of this nature pays off in better qualified management throughout our Post Cereals organization.

*F. R. Brydges, President
Foremen's Club of Post Cereals
Battle Creek, Michigan*

Editor's Note: One of the prime objectives of good NAF clubs is the development of leadership ability within its membership. Meeting the public in roles as salesmen for a worthy civic enterprise often offers splendid opportunities for club members to learn group leadership techniques and self-confidence through actual practice of public oral expression. Although this month's Management Team of the Month article does not follow the pattern of the ten past winners of the award (specific factual documentation of industrial accomplishment), the management leadership gain by Post Cereals & Carton and Container divisions of General Foods Corporation is obviously substantial. That was the reasoning behind the judges' decision.

The Foremen's Club of Post Cereals (Battle Creek, Michigan) has 236 members and was chartered by The National Association of Foremen on October 5, 1948. Citations are not new experiences for this club for it received an Excellent Club certificate in 1950, 1951 and 1953, and a fifth place Zone H award in 1951.

MANAGEMENT TEAM OF THE MONTH

ROLL OF HONOR

- March—**Formica Foremen's Business Club**
- April—**Nickey Brothers NAF Management Club**
- May—**Convair Pomona Management Club**
- June—**Kelvinator Management Club of the American Motors Corp.**
- July—**Grayson Administration Conference**
- August—**Syracuse Management Club**
- September—**Convair Management Club of San Diego**
- October—**Kokomo Foremen's Club**
- November—**Apex Electrical Supervisors' Club**
- December—**Maytag Management Club**
- January—**Foremen's Club of Post Cereals**



TAKING AUTHOR WILLIAM MEEK (right) on a tour of the Los Angeles Stock Exchange are (left to right) Exchange Governor C. L. McKinney of Neary, Purcell & Co., and Exchange Executive Vice-President Thomas P. Phelan.

Capitalism builds a better America

WHAT is American capitalism? What does this system of free economy and private enterprise mean to you, to me and all our other fellow Americans?

I found myself asking these questions and having them answered by leaders and, yes, common laymen from a cross-section of American life representing industry, business, government, education, etc.

Thanks mainly to my work as an NAF regional director and vice-president I am constantly in contact with all walks of community life. Because of this and the liberal education I have had as a direct result I would like you to share with me the experience and feeling of satisfaction I had in finding out what makes this great capitalistic system of ours tick.

I can truthfully say that no

By WILLIAM MEEK

college or other purchased course of education could have given me a broader and better understanding of our American way than my day-to-day experiences as NAF V-P for the eight western states.

Our history and destiny has been and is being shaped by a melting pot of peoples who differ in nationality, customs, religion, political beliefs. Above all this contrast, which forms the essential ingredients for our democracy, is the common, unifying incentive to build a better America and to preserve and advance our institutions which make it possible for individual opportunity regardless of race, color or creed.

As I met with business and community leaders and observed the sectional differences I asked

myself what are these dynamic forces which unite us all and make us the strong, thriving nation that we are?

Free enterprise, capitalism, stock ownership . . . these words began to mean more to me than just empty phrases I ran across in history books, read in newspapers or magazines or heard repeated over my radio or television set. Here indeed were some of the strong pillars which help form the basic foundation of our nation. I set out to ask more about these phrases, what they mean to the individual and his part and place in maintaining this free capitalistic system which is the envy of the world.

My interest was further stimulated when I helped put on the regional NAF annual "Work Wiser" Conference in Los Angeles last spring. One of our speakers that day was the executive

vice-president of the Los Angeles Stock Exchange, Thomas P. Phelan, who spoke on the subject "Your Influence in American Enterprise." He told us in exact and easy-to-understand terms what investments in American industry mean and how the base of ownership of stocks in this country is ever broadening.

I'm sure that those in our management groups who heard Mr. Phelan got a clearer and more vivid picture of capitalism, its workings, how it benefits all and how we can participate in this great system which allows us to become part-owners or owners of American industry.

How many of us, whatever our line of work may be, have fallen prey to those who would have us think that a "capitalist" is that over-fed, over-dressed, cigar-smoking monstrosity that is depicted in cartoons? Thus, when we see the word *capitalism* our thinking is distorted and we think of it as a word synonymous with a sort of "big bad wolf." How foolish this notion is when, examining the meaning of the word capitalism more closely, you find that it means *ownership*—whether it be ownership of a home, automobile, insurance, savings account, stocks, or almost anything else. In effect, you see, we are all capitalists and benefactors of this free economic society—it's as simple as that!

I was very much interested in President Eisenhower's speech earlier this year on the state of the nation's economy when he stated that it takes an average investment of between eight and ten thousand dollars to supply the tools and facilities to provide a job for *one* individual. The industrial employee is the beneficiary of the invested dollar since it is the means by which new factories are built, tools provided and jobs created. Yes, again I found it was as simple as that—nothing to hide but perhaps my confession and I know of countless thousands like me who look at the field of securities, stock exchanges, stock

brokers, and financial pages of newspapers, as if they were cloaked behind some mysterious curtain. Upon closer examination, you will find as I did, that there is no such curtain in front of our free enterprise system—we leave the business of iron curtains and totalitarian dictatorship to the communists.

At the invitation of Mr. Phelan of the Los Angeles Stock Exchange—which, by the way is one of the country's largest—I visited him several times at the exchange to learn more about its place in our economic and business community, and to find out more about the interesting periodic investment plan.

The American economic institution we know as the stock exchange is nothing more than a free and open auction where buyers and sellers get together, through their broker, to deal in stocks. It serves as the market place and price barometer for securities, or stocks if you will, of companies throughout the nation.

On my tour of the trading floor of the Los Angeles Stock Exchange I was fascinated by the trading activity and hubbub

that takes place during a market day. Each of the member investment firms of the exchange have floor representatives situated in booths on the trading floor, and are in constant contact with them by private wire to place, buy or sell orders, and to keep posted on market trends and developments.

Let's suppose for example that you wanted to invest some surplus earnings in a productive American enterprise. First step would be nothing more than contacting an investment broker and, after consultation, selecting the stock that best suited your investment needs. The broker would relay your order for X number of shares to his representative at the exchange. The floor representative then makes a bid for the stock desired at a trading post on the floor where that security is traded; after open auction the stock is purchased at the price you have indicated thus giving you a working partnership in American industry.

There are some 360 stock issues traded on the Los Angeles Stock Exchange, representing a
(Continued on page 34)

I would like to suggest that every reader of this article, if he does not already have the necessary knowledge of the securities business, find a means to learn about this fundamental, basic foundation of the free enterprise system; then talk about this to all those with whom he comes in contact, whether they be employees or friends.

You as a management man are the most influential individual in your community today. Therefore, by spreading and promoting this fundamental truth, you are stopping Communism before it gets started or you are awakening those who have fallen prey to total government ownership.

I would also like you to know of a conversation which took place in my home some time ago. A number of us were talking about investments and my wife asked a simple question, "How do you know what kind of stocks to buy?" After a little discussion it was answered by an Office Supervisor of the Lockheed Aircraft Corporation, Mr. "Bru" Brubaker. "It isn't hard," Bru said, "Let's say you have an article that you really like—a soap, a certain kind of refrigerator, stove, washing machine, car etc. Evidently to you this article has some outstanding points. Other people all over the U. S. also have the same kind of thought and the article is in demand.

"As long as that article has good features that make it in demand, then the company prospers and anyone having stock or being a part-owner also prospers through dividends and through the continued advanced price of the stock.

"A person can buy stock in good, solid companies like this and will have faith in its products. The company will prosper and the person will prosper.

"Never try to gamble on the stock market by buying and selling stock at its high and low peaks. By doing this you are trying to outguess thousands of buyers and sellers all over America, and probably you will lose your investment. But when you have faith in American industry, faith in our free enterprise system and purchase securities, on that basis then you are helping to maintain and improve our standards of living and to mold the future democracy of the greatest nation ever known to mankind."

BILL MEEK



Washington Report

for SUPERVISORS

BY SAMUEL IRISH

ALTHOUGH the unemployment compensation system is determinedly referred to as a states' program—and in fact each of the 48 states has established its own jobless pay plan—it is here in the nation's capitol that many of the basic answers to the question "how high is high enough compensation" will be written.

This fact is another anomaly of our unique American federal-state political and economic pattern. Jobless pay coverage eligibility conditions, in theory at least, and benefit provisions, are determined by the separate laws of the States, the District of Columbia, Alaska and Hawaii. That makes 51 different programs.

However, all of these programs, with the single possible exception of that of Wisconsin, came into existence as a result of the enactment, in connection with the Social Security legislation, of the Federal Unemployment Tax Act in 1935. This law is a part of the Internal Revenue Code and is enforceable as such. It levies a three per cent tax against industrial and commercial employers of 4 or more persons on the total wages paid by him. The amount of this tax actually paid into the Federal treasury, however, is subject to deductions of the sums paid to the states under state unemployment insurance laws, plus the reductions granted by all states to employers who maintain good records of keeping their men employed.

Certain minimum requirements are laid down in the federal statute that state pro-

grams must meet. The federal government holds the money that the states collect, and states draw on it to meet their jobless pay requirements. Last year a \$200 million federal loan fund was set up for advances to states that might not have sufficient funds on deposit, as it were, to meet their unemployment insurance requirements in an emergency.

A highly significant fact is that the federal government pays the costs of administering the state programs.

Thus, even though the states collect most of the money and pay out most of the benefits under their own state laws, the federal government is very much in the jobless compensation picture. Like so many other aspects of our federal-state system, it all works out better in practice than it sounds in theory.

FEDERAL ACTION

An example of the far-reaching effects of federal action is the passage by the congress last year of Public Law 767, which added some 4 million persons to the 36 million already covered. This was accomplished by extending the Federal Unemployment Tax Act to employers of four or more persons, instead of the previous minimum of eight, and covering in Federal civilian employees.

Last summer's legislation was the first major extension of the coverage of the unemployment insurance system since it was established in 1935, and was a part of the recommendations of President Eisenhower in his economic report to Congress last

January. In making his recommendations the President said:

Unemployment insurance is a valuable first line of defense against economic recession. Benefit payments go to a worker as a matter of right and at the time he loses his income, instead of as matter of need and after he has exhausted his savings or liquidated his house and car. In 1949, a year of recession, the amount of benefit payments was 1.7 billion dollars—more than twice the 1948 level. Benefits are payable, after a brief waiting period, from state unemployment reserves of 8.5 billion dollars. When set at appropriate levels, they can sustain to some degree the earner's way of life as well as his demand for commodities. Thus, unemployment insurance payments can help to curb economic decline during an interval of time that allows other stabilizing measures to become effective.

DRIVE TO RAISE PRESENT HIGHS HIGHER PROBABLE

Large segments of organized labor openly favor a single national system of unemployment insurance, and it is quite probable that continued efforts will be made in that direction. However, in the opinion of this column, any such action is a long way off.

Both the Department of Labor and the Social Security Administration under the Democrats long urged that the federal government impose minimum standards of both amount of pay and duration of payments, and a case could be made that the present national administration would not necessarily fight to the death such legislation were congress in its wisdom to see fit

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to enact it. However, as late as last summer the congress reasserted its position that "the unemployment insurance system has always been primarily a state program," and that amounts and duration of pay should be left to state determination, despite determined efforts on the part of senators from certain industrial states to write such standards into federal law.

Meanwhile, pressure from Washington is being exerted on the states to increase both the amount of jobless pay and to extend the duration of such payments.

President Eisenhower, in the economic report, pointed out that originally the states had set benefits generally at 50 per cent of weekly wages, but that they also had fixed dollar maximums which have since significantly curtailed those benefits.

"The effective ratio of average weekly unemployment benefits to average weekly wages of covered workers was 43 per cent in 1938," the President told congress. "Since then, with dollar maximums failing to keep pace with rising wage levels, the effective ratio has fallen to 33 per cent. At present, these maximums are typically between \$20 and \$30 weekly. It is suggested that the states raise these dollar maximums so that the payments to the great majority of the beneficiaries may equal at least half their regular earnings."

The Chief Executive then went on to urge that "all of the states raise the potential duration of unemployment benefits to 26 weeks, and that they make the benefits available to all persons who have a specified amount of covered employment or earnings."

In his address to the national CIO convention in Los Angeles in December, Secretary of Labor James P. Mitchell stated that President Eisenhower had recommended that coverage under the federal law be extended to employers of one or more persons. Such an extension would add another two million or so

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to the 40 million already under the unemployment insurance system. The President's cabinet member for labor stated that in his official capacity he had written to the governors of all the states urging them to look to the adequacy of their unemployment compensation benefits. He reported that two states already had taken action, and that he expected that many more would follow.

All in all, it would seem that in Washington the answer to the how high is high enough is "higher yet."

BUILT-IN PERMANENT DEEP-FREEZE

We would like to end this column, necessarily devoted to the hot, politically, subject of how much unemployment compensation, on a somewhat cooler note. An atomic scientist, Cesar Emilian, has come up with a theory that we'll need no deep freezes in another 10,000 years or so, because Washington, New York, Chicago, Peiping, Moscow and Berlin all will be under a thousand or so feet of ice. It seems that by measuring the radiation of materials drilled out of the bottom of the ocean Scientist Emilian concludes that the oceans are growing colder, and that if it keeps up at the present rate the deep-freeze boys are going to be subject to technological unemployment, so to speak.

However, this column's spies down at the Atomic Energy Commission took a cool view of Scientist E's prognostications, and suggested to this reporter, when he queried them on behalf of the readers of MANAGE, that he check with them in another thousand years and they'd take another reading. Meanwhile, you'd better go ahead and buy that deep freeze.

"MY HUSBAND is an efficiency expert in a large office."

"WHAT does an efficiency expert do?"

"Well, if we women did it, they'd call it nagging."

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BIRMINGHAM is the metropolis of the English industrial Midlands. It is said to be the city of 1200 industries, and it is amazing the variety of things made and done by its more than a million inhabitants.

We are proposing to outline the day of some foreman in this city whom we will label *John Blain*. It will be a composite picture made up of bits of many foremen in parts of many factories.

There is of course a great deal of difference between a foreman (manager) in a smaller business and the foreman (superintendent) in one of the larger works.

In the small business, most probably owned by one man, the foreman in between some tool-making, will be ordering material, setting up machines for semi-skilled workers, helping with packing and despatching and generally keeping everything on the move. The works will possibly be equipped with a few machine tools, some hand presses, benches and vices. There are hundreds of such places in Birmingham and usually they are situated at the rear of other premises. The boss of such a business may be a feverish type who does the letters, interviews customers, looks after the orders and invoices and keeps the despatch records. He will be thinking up gadgets to manufacture and getting his foreman to scheme out the ways and means of producing.

On the other hand, a foreman in a specialized department of a large concern may for instance be in charge of an automatic machine shop. Here there will be lines of multi spindle machines producing a wide variety of turned parts, day in, day out. Its steady rhythm is only disturbed for tool changing, altering a set-up or a machine break down. Bars of steel are brought in at intervals. Swarf is being trucked out almost continuously, centrifuged and pressed into bales. Components are being continuously automatically checked and counted. They are pushed along to their next station in the

A DAY in the life of an ENGLISH FOREMAN

BY R. J. HALL



AUTHOR R. J. HALL has been responsible for the production of forging dies and permanent moulds in the light alloy industry for the past 27 years. For his war time services he received the British Empire Medal from the late King George VI, and his company presented him with an aluminum watch after 25 years service. Mr. Hall is chairman of the Birmingham and parent section of the Institute of Industrial Supervisors and chairman-elect of the Institute Council.

works and recorded. The foreman's main concern is to maintain the steady rhythm of production, to see material is available as needed, that spare tools are on hand and that the tools for the following jobs are ready. He maintains the pressure to keep up to schedule. Usually any outside service he may need gets priority.

Coming to our *John Blain*.

He is an alert looking fellow of middle age with greying hair. He moves about without any

hesitation. He has smile lines around his eyes and his brow is a bit furrowed.

It is 8.03 a.m. As he enters the works he sees the same few people hurrying to catch the clock, and goes to the office of his department. He hangs up his hat and top coat. Most men do not wear a hat. Perhaps he does because of that thin patch on top or he has the idea it's a bit more dignified.

Then he starts his tour of the shop. He seems to start off at a different place each day, wishes each man "Good Morning" and perhaps asks about the wife or the new baby. Meanwhile, he is looking at how they are tackling their work, and noting the absentees. At the same time he is asking himself if the most urgent jobs are in progress.

Then to the routine job of signing work sheets which are filled in by the men at the end of the previous day. He does check them because it keeps the current work in his memory and at the same time, he often spots a man booking on a wrong charge number, while the amount of time spent on each job can be roughly checked against the amount of work done.

He is interrupted to have a look at a couple of sticky jobs.

By now it is turned 9 a.m. and the office people are getting settled down and telephone enquiries are coming in and the usual daily dribble of work tickets for repairs and maintenance.

There goes the 10 a.m. bell for 10 minutes break.

Several jobs for quotation arrive. Here's Jack—he wants a core box machined. He feels safer if he says what he wants rather than makes a sketch. He is followed by Tom who wants a dozen dough bars—and one pretty darn quick—and hopes his personal contact will have some effect.

Oh yes, and there is the big die. The Chief has committed John to deliver in record time and already the Drawing Office and the Pattern makers have bitten a lump out of the time. He checks each drawing for the

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progress made. Finds a lot of little things which need not be left until later. Gets on the phone chasing castings and steel. Of course, the biggest items calling for the most work are the last to come in. It is 12 noon and there are those quotes to look at! Here's Harry—can he have a pass out to go to the dentist? As J. B. makes it out he bets he will call at the Motor Taxation Office to get his motor bike license before he comes back. He's followed by Don the labourer (shop attendant) who wants a requisition for a new broom. While it is being made out he says, "Been about six months since I had the last. Bristles worn. Can't get in the corners, leaves the dirt behind." As J. B. enters it on his supplies card, he notes he had the last one eight weeks ago.

Now here's old Bill who asks for a piece of three-quarter-inch square tool steel. That's kept in an office cupboard. Rather expensive. Fellows like to build up a private stock and take some away when they leave. Men like old Bill don't leave. He has only lately had his watch to mark 25 years service with the company. He is proud of the letter the managing director sent him. He doesn't know J. B. provided the ammunition about his garden and the work he did for the Sick Club.

Here comes a production "wallah"—Can J. B. improve the date of delivery for the new big die? He has heard a rival concern have sent in their sample (seem to have heard that before somewhere). This story is brought to a halt by asking for cooperation in getting outstanding material.

Then J. B. settles down to have a look at the jobs for quotation but things go quite quickly. Gosh, 1 p.m. again.

He can manage to get home for his dinner (lunch). His wife looks faintly troubled—meat has been taken off ration and the price has gone up. Anyway, it's nice to have a break and a quiet browse over the morning paper.

As he returns at 2.03 p.m. he spots a late comer tearing along on his bike to avoid being stopped one quarter hour if he clocks 2.04. There's the lorry with the die blocks we have been waiting for—how soon will the Receiving Stores let him know. Reaches his office and notes on his pad "Bash Stores—die blocks 3 p.m."

Well, there are the quotes. Several are similar to previous ones. Making proportionate allowances he arrives at figures he feels pretty sure about, but there are a couple of awkward ones.

Material lists and drawings for two new dies come in. He checks them over, marks them boldly and hands them out. On the way, has a look at some work being inspected. Points out again and why, some discrepancies do not matter and quietly insists some essentials must be put right and need correction—and now if you don't mind. Goes back to the office, checks job record to see who did the machining. Sails out to the man concerned. He is cracking a joke with his neighbour but J. B.'s straight face soon breaks that up. He reminds him about the job—no, he didn't do that part. Something which happened at the time is recalled to his mind. The man then blames the machine and the tools. He is told his slide would not have kicked if he had adjusted it properly and the tool grinder's job is to keep cutters sharp. Anyway if he knows what he is doing and he can by checking it, he is to blame for saying nothing at the time it was done.

There is a phone call for J. B. to go up to the foundry and see a new die under heat—it's no good. He gets a service fitter to ease a few places and a turner to reduce a core a few "thou" and the lads are smiling.

Guy! 4 p.m. He must have a nibble at those two awkward quotes. Bets they will decide to do them the most inconvenient way to machine. He splits each part up in his mind, checks a lot against average times. Tots up the total. By golly, no wonder

the cost of living is going up! Cuts the totals by about seven and a half per cent and hopes if we have the dies to make we can spookshave a bit off here and there by better machining methods.

Ring from the Development Engineer—he has a job for the other works—he knows it's a breakdown. What is the best possible delivery he can make—O.K.—and how is the big die going.

This is promptly followed by Sales Department—shall we keep the date on the forging die promised for tomorrow. J. B. promptly snaps back they very well know he will not—the steel came in three weeks late and he will try to be only 10 days behind.

Will J. B. go to the Checking Department—job set up? and it's five minutes to 5. As soon as he arrives, he is called on the loud speaker system. (Drat 'em, can't move without some one after your body!) "Yes, Yes, you'll get them in the morning. No, they were not promised before tomorrow night—anyway they have to be checked." "Oh, those need a small adjustment and you will get them in half an hour." "O.K." Having agreed with the checker as to what is needed, gives the "low-down" on wording the report.

On the way back he recalls several jobs falling behind and makes out a list for his assistant, keeping a duplicate for himself. "No excuse to say he forgot."

Here's that staff student apprentice again. "No, sparks off the carbide cutting do no harm—the cutter's are going." Tells J. B. he was a machinery agent's salesman in India but when tea came off the ration, prices came down with a bump and he was laid off.

Thank heaven it's nearly 6 p.m. and only a few people working over. J. B. will have a look at the rush jobs, say a word where it will be helpful and then on with his skates.

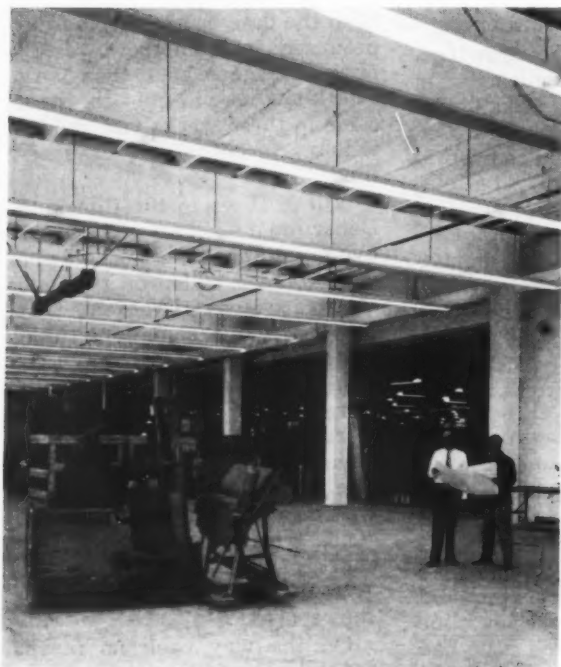
Sitting down to his tea, his good lady says "You look tired, John." He grins and replies, "Just another day, you know."

TURN ON THE LIGHTS...and... BOOST PRODUCTION

By Morgan Christensen, Illuminating Engineer
Lamp Division, General Electric Company

as told to

BOB GASKER



THERE IS A DIFFERENCE!!! New type industrial lighting compared with the old type at approximately the same level of illumination (50 footcandles in the old area vs 70 footcandles in the new).

THIS RECORD SPEAKS WELL of the part played by lighting in reducing accidents. Increasing the lighting level from 5 to 20 footcandles in an erection shop gave these results. Note also that painting plays an important role.

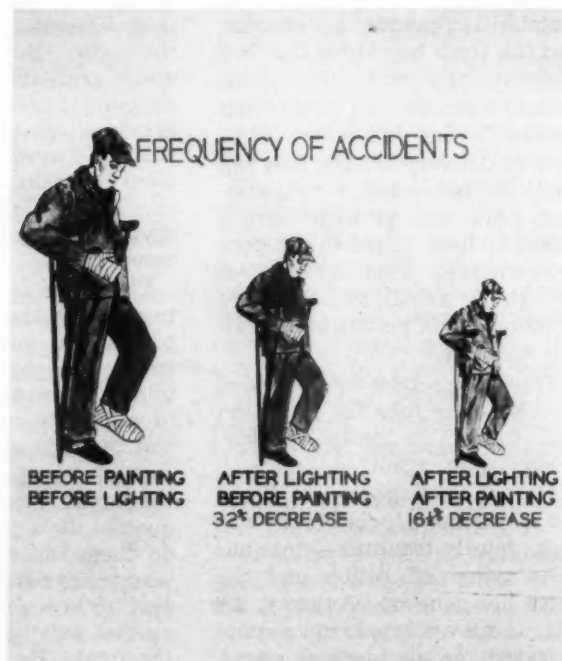
DO YOU REMEMBER the "good old days" when factories were lighted by bare lamps hung from cords attached to the ceiling? When factories were painted in dark and sombre colors or else not painted at all? Floors were oiled and re-oiled until they were nearly black with an accumulation of dust and dirt? Windows were used extensively for light; but they were often sources of glare during the day and appeared as black walls during the hours of darkness?

Today, all of that is changing. Management has come to realize that a pleasant working environment is just as important (if not more so) for the factory worker as it is for the office worker. So the trend in industry is toward the use of lighter color schemes and well shielded fluorescent lighting equipment with a substantial amount of upward light. This creates pleasant, more comfortable seeing conditions by making the brightness of the surrounding surfaces more nearly uniform. Why has management been constantly improving the lighting in the work areas? Basically, because of the many benefits that good lighting offers.

1. Good lighting means increased production, by helping workers see faster and more easily. The production of small parts increased 15 per cent in the pattern shop of a machine tool company when the lighting was improved. In another instance, illumination was substantially increased and production jumped 25 per cent for a piston ring manufacturer.

2. Well designed lighting can reduce rejects and spoilage. Rejects dropped from 17 per cent to 9 per cent when the average illumination in a machine shop was increased from 15 to 75 footcandles.

3. Good lighting also reduces costs by helping cut down accidents. One large company increased its lighting level from 5 to 20 foot-candles in their erection shops and re-



duced accidents by 32 per cent. By combining repainting with relighting accidents were cut another 11 per cent, for a total reduction of 43 per cent.

4. Good lighting helps keep older, experienced men productive. By the age of 60, it is estimated that 70 per cent or more people suffer from defective vision. Good lighting cannot correct defective eyesight. It can, however, help preserve the workers' eyesight, enable those with defective vision to see better, and so aid in keeping the experienced worker productive.

5. Better housekeeping also results when a good general lighting system is installed. The well lighted area has a neat clean appearance and there are no dark corners to collect trash.

6. A well designed lighting system can help to improve employee morale by creating a pleasant working environment. Workers are more cooperative; and the job of supervision is easier and more pleasant.

The goal of an effective visual environment, in any industry, is to provide a sufficient amount of light for easy seeing and to control brightness to assure conditions which will provide visual comfort for workers. Lighting should be considered from two standpoints; the quantity of light and the quality of the lighting.

COMPROMISE

The quantity of light for any specific seeing task in any plant, is based upon a compromise between what would be ideal and what can be obtained practically and economically with light sources and equipments as we know them today. In general, illuminating engineers recommend higher levels of lighting for those areas where the seeing task is hardest and lower levels where seeing requirements are less critical. One of the factors contributing to today's higher lighting levels is the increase in lamp value over the years. For example, comparing the present fluorescent lamps with those manufactured in 1939, the price of today's lamps is down two-thirds, their efficiency has been increased by one half; and their life is five times greater. Lamps designed for specific applications, such as reflectorized lamps for use in areas with heavy dirt conditions are also contributing

to better lighting. Further advances in light sources, fixtures, and distribution systems will enable us to have still higher levels of illumination.

Lighting levels can be increased by simply adding more fixtures. However, in order to obtain these high levels with comfort, careful consideration should be given to the type of fixture, layout of lighting system, and treatment of room and machine surfaces.

REFLECT LIGHT BACK

Light-robbing surfaces are giving way to light-reflecting ones which reflect light back into the room and help to produce comfortable brightness relationships. Laboratory and field investigations have shown, for example, that seeing conditions are improved by proper control of brightness ratios between the work and the surroundings. This is one of the reasons why lighter finishes are being used in plants today. They help to insure a proper balance of brightness between the working surface and the surrounding environment. Incidentally, more useful light is also redirected back into the room.

Workers lift their eyes from their work in order to rest them by looking at some distant object. If the surroundings are dark, workers' eyes must adapt to this darkness, then readapt to the brightness of the work when they return to the task. This seeing condition leads to unnecessary fatigue.

New types of industrial lighting fixtures greatly improve this situation. The openings in the top allow light to go up and brighten the ceiling. This lowers the brightness contrast between the ceiling and the bright sections of the lighting fixtures, thus giving a more comfortable seeing environment. Much of the light on the ceiling is reflected back to the work surfaces, so it is not wasted but used more effectively. This type of fixture is also more efficient because light that was previously trapped between the lamps

and upper part of the reflector now is allowed to escape and better ventilation permits the lamps to operate at a lower temperature, thus raising their light output. The ventilating action carries much of the dust and dirt through the fixture instead of depositing it on the reflector which means the reflectors will stay cleaner longer. The lamps are well shielded. This reduces direct glare.

Direct glare can also be substantially reduced by the proper orientation of the fixtures. In an area where all of the workers are facing in the same direction, the rows of lighting fixtures should run perpendicular to the workers' line of vision. If the rows must be run along the workers' line of vision, the lamps should be shielded by the addition of crosswise louvers in the fixtures.

WINDOWS SOMETIMES PRODUCE GLARE

Windows are often sources of glare. One way to eliminate this glare is to paint them—preferably with light colored paint which will reflect light back into the area. If it is necessary for workers to look out, a small vision strip can be left unpainted. Of course venetian blinds, shades, awnings, or shutters can also be used to help eliminate this window glare.

Experience has shown that the major cause of seeing complaints in industry has been due to an over emphasis on local lighting at the expense of a good general lighting system. The need for an adequate general lighting system cannot be too highly stressed. This general lighting system must be provided to (1) illuminate the work; (2) illuminate the surroundings; (3) reduce shadows to a minimum; and (4) reduce reflected glare.

The general lighting system should provide enough light for the efficient performance of any type work prevailing in any one area. Remember, however, that these recommended levels of illumination are for the general

(Continued on page 26)

URANIUM

(Continued from page 16)

I'm letting just a few close friends in on. A hundred shares of this and you'll be living like you got a private entrance to Fort Knox. This company has got a couple claims just 87 miles from Charlie Steen's big producer. You heard of Charlie Steen, haven't you? He's rolling in green stuff. Now if you want a couple thousand shares. . .

HOW HIGH IS "HIGH ENOUGH" FOR UNEMPLOYMENT COMPENSATION

(Continued from page 9)

ble to discuss one without analyzing the other.

In fact, it begins to appear they will sink or swim together.

In fairness, it must be admitted both sides have their points.

The state compensation wage allowed in most states is, admittedly, unfair and does not begin to meet the minimum requirements.

On the other hand, industry is constantly being saddled with so many additional burdens that one begins to wonder if and when its back will break.

As the Mother Goose figure learned, killing the goose put an end to the golden eggs, and overburdening industry could put an end to a lot of businesses.

For the sake of the justly out-of-work employee, it would seem compensation payments should be increased.

But how high they can go before they start encouraging the lazy and shiftless to really enjoy hanging an "out-of-work" sign on the door is a real question.

At this reading, it would seem, the solution will come about as readily as answering the old proverb:

"How high is up?" We honestly don't know.

A *PSYCHOLOGIST* is a guy who, when a beautiful girl enters the room, watches everybody else.

TURN ON THE LIGHTS AND BOOST PRODUCTION

(Continued from page 25)

lighting systems and supplemental lighting may also be needed.

When a good general lighting system is installed to replace an existing local lighting system, with a unit over each machine, annoying shadows are reduced to a minimum. With the new system the light comes to the point of work from many directions instead of from just one. As a general lighting system is a large area light source supplying light from many directions, reflected glare is reduced as much as possible and more comfortable seeing results.

ELIMINATE NEED FOR LOCAL LIGHTING

An adequate general lighting system can often eliminate the need for local lighting units. Local lighting units present continual maintenance problems because they are located close to the point of work, where they are subjected to considerable abuse. The worker is continually adjusting the unit, and quite often it is adjusted to unknowingly create a glare condition. Incandescent lamps are most often used in local lighting units and the worker may receive burns by accidentally touching the reflector or the lamp. Whenever it is possible to eliminate these problems with an adequate

general lighting system, it should be done.

A good general lighting system has another important advantage in that the layout of machines can be changed at any time without changing the lighting system. Thus it is much easier to make the most efficient use of the floor space.

SPECIAL PROBLEMS

Supplemental lighting may be needed to handle special lighting problems. The type of supplemental lighting that should be used depends upon the job that is to be done. It is desirable that supplemental lighting units be permanently positioned to discourage adjustment by workers. These units should light the work without producing glare that would interfere with the worker's vision. Supplemental lighting can be used for those tasks that require a higher level of illumination than the amount that can be economically provided by the general lighting system. This lighting should not be used alone, but in conjunction with the general lighting system.

A good lighting system can't be installed and then forgotten—it needs attention just as any other tool of production in order to obtain the most benefit. So cooperate with the maintenance people and their planned lighting maintenance program. It was designed to help you.

IS THERE ANY "BAIT" ON YOUR HOOK?

You don't catch fish before you put bait on your hook. Neither does it make good sense in industry to hope you can land a promotion before you "bait your hook" with the necessary knowledge to qualify you for advancement.

How about your "hook"? Is the bait inadequate or unattractive? If so, you can easily find out how to correct the situation by asking us to send you a copy of the free booklet, "Getting Ahead in Industry." Start putting some bait on your hook—today!

LINCOLN EXTENSION INSTITUTE, INC.

Dept. 157, 1401 West 75th St.

Cleveland 2, Ohio

Dedicated to the Development and Improvement
Of Industrial Ability



Get The
Facts Today

THE NAF THIS MONTH

News Items from 321 West First Street, Dayton, Ohio

HARRISON BEARDSLEY of the Dayton Journal Herald editorial staff joined MANAGE on January 3 as assistant editor and to become managing editor after a brief training period.

A RECENT NAF SURVEY disclosed that over 80 per cent of the NAF Membership is in manufacturing. . . . And 50 per cent of those in manufacturing are connected with metal and metal products. . . . And 68 per cent of NAF members are first-level supervisors. . . . And over 25 per cent of the NAF membership earn over \$8,000 per year.

OCTOBER 8 OF THIS YEAR will be the 30th anniversary of the Dayton meeting of foremen's club delegates at which was decided to found the NAF.

WHO SAYS ALL PRICES HAVE GONE UP? When NAF pins were first placed on sale at the 1926 NAF national convention in Springfield, O., they sold for \$1.00 each. The NAF still sells them at \$1.00 each.

BROAD ADMINISTRATIVE CHANGES in the NAF organization are expected to be up for consideration by the NAF Board members meeting at the Park Sheraton Hotel, New York City, January 27-28-29.

A BIRMINGHAM, ALA., NEWSPAPER COLUMNIST (John Temple Graves) saluted Dr. James E. Bathurst, former NAF executive vice-president, in a column last month for a commentary he had received from Dr. Bathurst on the Senator Joseph McCarthy issue.

THE CLUB SERVICE AND PROMOTION department reported 19 queries were received from companies interested in NAF clubs as a direct result of the feature article in the November issue of DUN'S REVIEW AND MODERN INDUSTRY.

NAF AREA MANAGER J. V. KAPPLER entered the Moberly, Mo., hospital for minor surgery on December 20. It was for removal of a wen on his leg and he was released after two weeks.

A MONTHLY NEWSLETTER FOR NAF CLUB PRESIDENTS will be published by the public relations department, replacing the newsletters now being published by the area managers. In addition to current NAF news bulletins, the Newsletter will contain factual information of interest to the management profession.

THREE FORT WORTH, TEXAS, hotels are reserving large blocks of rooms for the 32nd Annual NAF Convention to be held in Fort Worth (Texas Hotel), September 28-29-30 and October 1.

THE REVISED CLUB SPEAKERS PROGRAM is meeting with enthusiastic approval by NAF clubs. (This program will take advantage of more top-notch speakers making special NAF club speaking tours and being able to speak to several clubs during a single trip.) In the first return of club officer opinion on the new program, 105 clubs voiced "Yes" to the idea and only five voted "NO."

NAF Code Of Ethics

1. Recognition of every man's inherent desire to do good work.
2. Open mindedness.
3. Fair dealing with management men.
4. Broad understanding of business principles.
5. Practical knowledge.
6. Sincere interests in working people.
7. Character building.



MOST analysts agree that we are now passing through an adjustment period wherein industrial and commercial organizations are setting their houses in order for a sales drive into new fields, or extending their coverage in existing fields. It's a sort of re-girding for the enormous battle ahead.

Scientific research has given birth to new industries, new products, new applications for existing products, new materials based on using available raw materials, etc. Markets are to be expanded, foreign trade will no longer be a stepchild but will become a vital force in our national economy. As it is now, over three million Americans owe their jobs to foreign trade, but huge undeveloped markets are being opened up as the standard of living advances throughout the world.

With our eyes focused on these new horizons we are very apt to overlook possibilities within our present organizations. There may be "gold in those distant hills" but there are "Acres of Diamonds" right here at home in greater **standardization**, greater **interchangeability** of parts, and the **elimination of repeated** set-ups for special parts.

STANDARDIZATION: In engineering a diversified line of products, or a product with

BY ARTHUR F. MARMOY

various applications involving differences in design and materials, it naturally follows that project engineers (staff bosses), each specialists within his own field, will design parts differently that perform similar functions. Many are **almost** identical and vary only by fractions of an inch in diameter or length, or in the type of manufacture—cast or welded construction, etc.

Let us consider an example—oil pumps. There are as many variations in design and detail of oil pumps as there are designers. Pressure must be brought to bear on individualistic engineers to get together and standardize them.

INTERCHANGEABILITY: Parts that are interchangeable, even though rough or semi-finished, provide a greater inventory coverage and cost less. Repair service can be speeded up. Unless a separate study is made, many parts that could be made interchangeable, at least to a degree, are overlooked because they are not interchangeable in their finished form.

For example: cylinder liners of varying wall thicknesses will make semi-finished cylinders interchangeable. Many parts can be made interchangeable as forgings, stampings or castings, or

even semi-finished, but are not interchangeable beyond a certain point in manufacturing. Even articles such as relay switches, solenoid valves, etc. frequently vary only in their electrical characteristics and by interchange of coils the whole assemblies are interchangeable.

A recent study showed that 56 different drawings having 56 various patterns could be combined into nine different patterns and the parts stocked as semi-finished castings.

This combining of sizes produces terrific savings through larger quantities, less handling, reduction in set-up times, reduced paper work and greater versatility of stock along with the ability to make better shipments on repair orders.

REPETITION: Again, in a custom-engineering shop where equipment is made to suit the customers' requirements it naturally follows that many parts that are "special" the first time they are called for on the bill of material are repeated on subsequent designs and specifications.

Since no ledger card is made out for "special" items in the

Author of "Acres of Diamonds" is Arthur F. Marmoy, manager, Production Control, Worthington Corp., Buffalo, New York.

Material Ledger, (or Perpetual Inventory) Dept. and there are several clerks marking the inventory status of each item on the bills of material, the "special" part remains "special" through several repetitions. Special parts are manufactured singly. They involve the handling of patterns, foundry work, special machine shop set-ups—layout by hand instead of using jigs and fixtures, etc. Specials are time-consuming and very expensive.

By the simple process of making an extra carbon copy of the routing (job) ticket and filing it under the part number or drawing number, these repetitions can be flagged. A blank IBM card with index tab can be used for this extra copy.

The file clerk is instructed to note if there are three or more such cards already filed under that number. If so, she must withdraw those previously filed and place them with the latest card and a blueprint on the desk of the repetition analyst clerk.

The repetition analyst clerk obtains complete data on the item, its size, its "stockability," the fact that it may be still further repeated, the possibility

of obsolescence, likelihood that it may later be purchased finished, or made in a different manner (cast, forged or welded, for example) etc.

Periodically, a committee consisting of the shop superintendent, the stores supervisor, and the manager of Production Control, look over the accumulated prints and the data presented and determine if stock orders should be issued.

From then on the file clerk **does not file any more tickets** under that index card. The card is stamped either **"Do not order"** indicating that the part is not good stock or unsuitable for stock, or it is stamped **"Stock Order"** indicating that a stock order has been issued. The **special** card in her possession (and the shop routing ticket) must be stopped immediately and the ledger department must be informed of their error in marking the specification to call for this part to be made "on the order."

This may appear difficult but it is simplicity itself. In a short time the file clerks become skilled in determining what may become a "repeater." The typists and the file clerk know

that parts for experimental orders are **not to be considered**. They know that we do not want to stock unwieldy parts, weldments, bent pipes, fabricated sheet steel parts, etc. The entire procedure is only a matter of minutes per day, but it is of extreme value.

In a custom-engineering shop the set-up time for machine tools is often more than ten times the operating time so that it pays to make several pieces at one time even though there is the risk that some of them will not be used.

Summarizing: By all means we should seek to extend our market but let us also look into the possibilities of **greater standardization, more interchangeability and more control of "specials"** — savings in these areas may prove more valuable than the distant green fields of new industries, exports, etc.

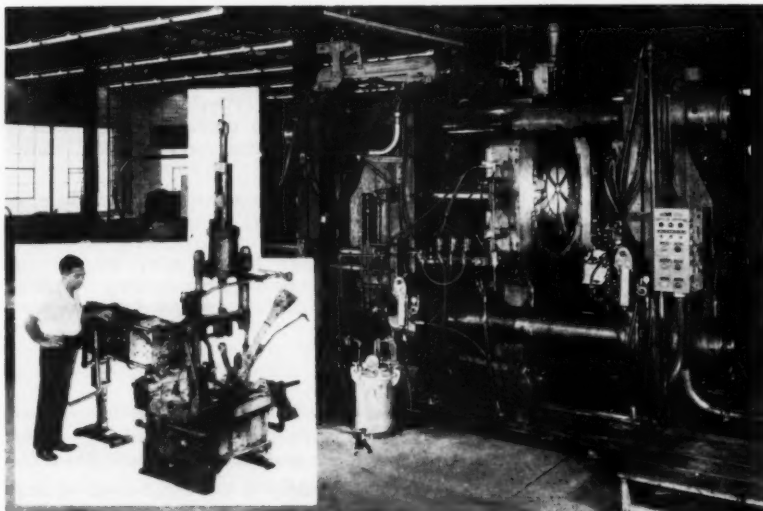
Centrifugal Casting Of Titanium Achieved

Production of the first successful true centrifugal casting of titanium has been achieved as a result of metallurgical research at the Armour Research Foundation of Illinois Institute of Technology, Chicago.

Pour of the first sound casting of this type followed studies conducted at the foundation under the sponsorship of Wisconsin Centrifugal Foundry, Inc., Waukesha, Wis. A number of castings, weighing from 3.3 pounds to 9 pounds, have been produced.

Casting equipment and techniques were designed or supervised by Wisconsin Centrifugal Foundry.

Melting of the pure titanium by the new method prevents contamination from furnace and mold materials, according to Jack W. Giddens, ARF research metallurgist, and Donald H. Turner, assistant metallurgist, who developed the process.



PHOTOGRAPHED together are the largest die casting machine ever constructed, right, and a machine of the type used nearly 50 years ago by the Doehler organization. The smaller machine was known as a 12" tilting machine and produced castings of relatively small size. The large machine, a 72" machine, will

handle dies up to 50 tons and produce castings of 75 and 200 pounds in aluminum and zinc, respectively. Its construction was co-sponsored by the Doehler-Jarvis Div. of National Lead Co. and the Kaiser Aluminum and Chemical Corp., and was built by Doehler-Jarvis engineers.

How would YOU have solved this?

NOTE: In order to be considered for cash awards and the certificates of special citation, all solutions to the "How Would You Have Solved This" supervisory problem must be postmarked not later than January 28, 1955. Address your solutions of no more than 500 words to Editor, MANAGE, 321 W. First Street, Dayton 2, Ohio.

HERE IS THE SUPERVISORY PROBLEM FOR JANUARY

Pete and Bill, who are both in their early 30's, are employees of Fordyce Inc. in a west coast city. For all practical purposes, they both have equal abilities and are liked by their co-workers.

Mergatroid, their general foreman, was required to select one of the two as his assistant. He chose Pete.

After approximately six weeks, Mergatroid found out that he had selected the wrong man. The indicated qualities of leadership he had seen in Pete were purely on the surface and when faced with the day-to-day activities of a line supervisor, he became irritable and slowly became harder and harder to work with. The pressure of his job was causing Pete to make wrong decisions.

Something must be done to correct the situation. Would you replace Pete with Bill? Transfer Pete to another area? Take Pete aside and talk to him like a father? As a man of management, how would you solve this problem?

HERE WAS THE SUPERVISORY PROBLEM FOR DECEMBER

A fist fight broke out between two production line employees—Edward Brennan and Dick Berger—at the Niceloyd Manufacturing Company.

The line foreman, Jim Goodman,

saw that Edward had started the fight and that Dick was merely defending himself. Jim immediately separated the two and discharged Edward from the scene. As in most organizations, fighting is a reason for immediate discharge.

Edward then went to union headquarters and initiated the formal grievance proceedings to be re-instated. The union representative presented the case to the general foreman and as a result of a meeting between the two, Jim's original decision was reversed and Edward was re-instated.

Naturally, Jim became discouraged and his interest and confidence was destroyed. It was in effect the beginning of the end for Jim who was a promising young supervisor. How would you have handled this situation?

DECEMBER WINNERS

Following are the best "solutions" to the supervisory problem of the December issue. The persons who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

MISTAKES MUST BE RECTIFIED
By R. F. McMahon, Hughes Aircraft Co., Culver City, Calif.

In order to correct the situation two mistakes must be rectified. The first was committed when Jim Goodman acted impulsively by firing Edward Brennan, based only on what he saw and in conformity with company policy. His action was something less than considered. Had he ascertained the facts and, especially, the reason for the fight his decision may have been different.

The second mistake was made by the general foreman who failed to consult with and inform Jim of the reversal and the reasons for it. Jim, understandably, felt that his supervisory prerogatives had been compromised, indicating a lack of confidence in his ability and potential on the part of his superior.

As general foreman, recognizing Jim's discouragement and change of attitude, I would discuss the unfortunate event with him at the earliest opportunity. I would tell him why it was necessary to reverse his original decision and reinstate Edward Brennan. It would be essential to specifically point out each fact or circumstance that he had not informed himself of before discharging Brennan. Thus, he would find it easier to justify, to himself, why he had made the mistake and would be more prone to accept the fact that it had to be corrected.

To facilitate his acceptance, I would point out that every decision involves the possibility of mistake. The anonymous adage, "Observe the turtle, he makes progress only when his neck is out," succinctly describes the plight of management men who must make decisions.

In addition, I would, tactfully, take this opportunity to instruct him in the importance, to the company, of avoiding unnecessary grievances, their expense and possible consequences.

As his superior, I would make every effort to turn Jim's "defeat" into "victory" by using this event to make him a more mature and judicious supervisor and therefore, a more valuable asset to his company.

FIGHT NOT IMPROMPTU
By Earl D. Zeltwanger, Oliver Management Club, South Bend, Ind.

Usually a fist fight such as happened between Edward and Dick does not occur impromptu. Possibly they have had bitter words between them for several weeks, and this fight was just the climax.

To discharge Edward right on the scene without finding the real reasons behind the fist fight was certainly immature judgement on

MANAGE January 1955

Jim's part. Evidently Edward had legitimate reasons or was agitated into fighting by Dick, or else the general foreman would not have overruled Jim's decision in reinstating Edward.

If I were the foreman in this situation, I would first have separated Edward and Dick, and then called them both into my office for a conference. By questioning both of them I would have tried to find the real reasons for the fist fight to ascertain who was really at fault. This would have also provided an opportunity to find out if there was any more dissension among the rest of the workers on the production line. By listening to both sides of the case, the proper decision could be made.

If Edward was at fault, I would have discharged or reprimanded him. If both Edward and Dick were at fault, I would have either discharged them both or have given both a reprimand, depending on the facts behind the fight. For certainly today in the face of strong unions, a very legitimate reason must be had in order to discharge any union member.

If Jim was a promising young supervisor, certainly this mistake should not have ruined his career. Instead it should have taught him an excellent lesson in human relations. He should have learned from this mistake to be less hasty in his decisions, and to know more about his workers' problems and temperaments. For certainly to make a production line work smoothly to obtain the most work, and the best quality from them, the workers must be happy on their jobs and be willing to cooperate with one another. The foreman then should be the leader in obtaining happy relations among his employees.

UNDERSTANDING NEEDED

By John R. Giangrasso, The Liquid Carbonic Corp., Villa Park, Illinois

Promising Young Supervisor Lost—a company loss which could have been so easily avoided. With a little foresight and understanding on the part of the general foreman, Jim's

confidence would not have been destroyed.

This young man was given the right to make decisions when he was appointed line foreman. Since Jim's original decision was reversed by the union representative and the general foreman, this right was denied and he was discouraged.

Were I the general foreman, I would attempt to learn all the facts of the incident immediately upon hearing of it. Then, I would at once arrange a meeting with Jim.

Our conversation would begin with praise and honest appreciation of his attempt to do his work well. I would discuss matters upon which we agreed in order to establish an affirmative, cooperative attitude. Then, listening patiently with an open mind, I would encourage Jim to express fully his ideas on the incident. Occasionally, a carefully put remark on my part would give birth to the idea in his mind that possibly, he like Edward, had given in to a sudden impulse. I would be careful not to make an issue of this point.

Gradually, through guided reasoning and almost without realizing it Jim would find himself conceiving the idea that "it might be a good idea to reinstate Edward."

Now, this young supervisor can go back to the job feeling confident that he has made a wise decision and shall retain the respect of his workers.

HONORABLE MENTION—Paul Schifo, Grand Sheet Metal Products Co., Melrose Park, Ill.; Billie D. Lundy, Victor Nashville Management Club, Nashville, Tenn.; C. F. Thomallo, Hughes Aircraft Co., Tucson, Ariz.; Jose L. Metcalfe, Lima Management Club, Lima, O.; Ray Spencer, American Blower Corp., Columbus, O.; James L. Pirtle, Hughes Aircraft Co., Culver City, Calif.; August H. Meyer, Hughes Tucson Management Club, Tucson, Ariz.; Norton B. Fox, Cannon Electric Co., Southgate, Calif.; Charles R. Doughty, The Magnavox Co., Greenville, Tenn.; and Ralph D. More, Fond du Lac, Wis.

NAF club presidents are urged to submit their 500-word entries for the **MANAGE** Magazine "Management Team of the Month" awards. Since only one award will be made per month, every entry will be considered for an award for two years from date of receipt. Clubs may submit as many different entries as they desire, and projects may be described which have occurred at any time since the club's affiliation with The National Association of Foremen.



JANUARY 27-29, 1955

Board of Directors Meeting
New York, N. Y.

FEBRUARY 7-11, 1955

Management Unity Seminar
Dayton, Ohio

APRIL 4-8, 1955

Management Unity Seminar
Dayton, Ohio

MAY 19-21, 1955

Board of Directors Meeting
Denver, Colorado

JUNE 6-10, 1955

Management Unity Seminar
Dayton, Ohio

AUGUST 22-26, 1955

Management Unity Seminar
Dayton, Ohio

SEPT. 28-29-30 OCT. 1, 1955

32nd Annual NAF Convention
Fort Worth, Texas

OCTOBER 17-21, 1955

Management Unity Seminar
Dayton, Ohio

DECEMBER 12-16, 1955

Management Unity Seminar
Dayton, Ohio

STRICTLY BUSINESS

by McFeasters



"Have a nice vacation, Miss Fur-below?"

MANAGE SERVICE BUREAU

New Products and Free Publications for Management Men

As another special MANAGE service, this section is being devoted to presentation of up-to-date information on new products and literature which will be helpful to you on your management job. Should you desire additional information on any product—or a copy of an advertised piece of literature—MANAGE will be glad to forward your request to the manufacturer.

Address your request to
SERVICE BUREAU, MANAGE
Magazine, 321 West First
Street, Dayton 2, Ohio.

NEW PRODUCTS

STAIR CLIMBING HAND TRUCK

A new stair climbing hand truck which is said to safely double the load a man can roll up steps and treble the load he can move down stairs or ramps has been announced by **VALLEY CRAFT PRODUCTS, INC.**

Designated **STAIR CART**, the manufacturer says it is equipped with a special ratchet mechanism which enables it to roll up stairs step by step as the operator pulls a cable drive.

The two-wheel safety brakes which are said to be incorporated in the truck often prevent serious accidents when descending ramps or stairs with heavy loads since the brakes allow perfect control at all times.

According to the manufacturer, experimental models of the stair cart have proven especially practical for handling such materials as welding tanks, barrels, drums, castings, hardware, machinery and related items. Features such as interchangeable shoes, sealed ball bearings and steel tube construction are said to assure load flexibility and a long efficient life.

"TOOL ROOM" DRILLING MACHINE

The **MAXIMUS**, a new, large base "tool room" drilling machine is announced by **THE HAMILTON TOOL CO.** This super-sensitive drilling machine is designed to drill small holes (.004" to 5/16") in all drillable materials. With its extra large, accurately machined base pad, 21" x 17", it affords ample working space for dies, jigs, fixtures and other tool room parts.

This super-sensitive drilling machine drills to the center of a 18" work piece. Four spindle speeds are obtained through one drive. A choice may be made from four available drives which provide spindle speeds from 750 R.P.M. to 8750 R.P.M. The self contained drilling unit swings radially on the column and locks in any position. All moving parts are completely guarded.



REVOLUTIONARY NEW CONTACT WHEEL

A revolutionary new contact wheel, the **"TF-54,"** combining aggressiveness with softness and conformability, has been developed for coated abrasive belt polishing and finishing by **CHICAGO RUBBER CO., AND MINNESOTA MINING AND MANUFACTURING CO.**

The TF-54 is made of a new red rubber compound—abrasive and oil resistant. It is lively and long-wearing, giving maximum conformability to curved surfaces and is dynamically balanced. The TF-54 has a demountable rim or tire which makes it comparable in cost to cloth wheels—it is serrated, with 1/4" lands and 3/4" grooves which allow for maximum belt efficiency and extended belt life.

ADDITIONAL SIZES OF STANDARD TOOLS ADDED

One-hundred seventeen additional sizes of standard tools and blanks for steel cutting operations in the series 300, grades 350 and 370 carbide tools, have been added to its line of tools for industry use, it was announced by the **CARBOLLOY DEPARTMENT OF GENERAL ELECTRIC CO.**

Other metalworking carbides added include: 20 sizes of grade 883 and 44A carbide style 0000 blanks for heavy duty cast iron and nonferrous cutting operations, throw-away type blanks in grades for steel and nonferrous cutting application, standard grade 883 and 350 carbide style F and C offset turning tools in 1/2" and 3/4" sizes for both ferrous and nonferrous cutting and offset threading tools.

REVOLUTIONARY NEW SAW BLADE

A "revolutionary new saw blade," which cuts in either direction of rotation, hones itself and has a "50 per cent harder cutting edge" has been placed on the market by **SKIL CORP.**, manufacturer of portable power tools. The new "two-way" blade has a completely new design in tooth form. After the blade is used in one rotation and the teeth are dulled, the blade is reversed in the saw. As the blade cuts in the new rotation, the cutting edges dulled in the original rotation are honed to new sharpness.



1955 DECAL CALENDAR

PALM, FECHTELER & CO., prominent decal designers and manufacturers announces that its 1955 decal calendar is available to readers in limited quantities without charge.

The functional 12-month calendar, which applies readily to desks, walls and other office fixtures, features an attractive new color scheme. In addition, the decal calendar includes a handy decimal equivalents table.

The decal calendar is dipped into water for 30 seconds then slid off onto a convenient surface and blotted. When dry, the decal calendar becomes permanently attached to any smooth surface and remains without peeling for the whole year.

LIGHT-WEIGHT DISPOSABLE WIPERS

A new light-weight, disposable non-woven fabric, stressing durability and economy as a replacement for more expensive cheese-cloth, mill ends and lintless towels, has been placed on the market by the **LESHNER CORP.**

The new material called **LESHNER DOWNY SOFT WIPERS**, is claimed to be the most lintless and most absorbent non-woven substance yet manufactured for industrial and commercial use. The item is strong enough that it may be used, rinsed and re-used, and so inexpensive that a consumer may dispose of it after it is soiled.

PRESSURIZED DRY CHEMICAL EXTINGUISHER

The **FYR-FYTER CO.** announces a new five-pound **PRESSURIZED DRY CHEMICAL FIRE EXTINGUISHER**. It is designed for quick, easy, one-hand operation with accurate aiming control. The fire-killing chemical powder is said to be completely discharged in less than 12 seconds by the sure force of pressurized air or nitrogen. A new, specially designed angular diffuser nozzle spreads the chemical in a flat, dense, 10 to 12 foot long, and 60° wide angle stream. This thick blanket-like stream lays a flat pattern of powder level with the base of the fire.

The extinguisher is made with all-brass precision construction. The entire valve assembly and pick-up tube unscrew as a unit from the shell to simplify inspection, cleaning and recharging. A specially designed tapered shut-off pin and tapered seat are lined with hard rubber to make a leak-proof valve mechanism that holds the air or nitrogen pressure charge.

The extinguisher has Underwriters' Laboratories Approval, and is recommended for Class B and C fire hazards, all flammable liquids, gases, and live electrical fires.

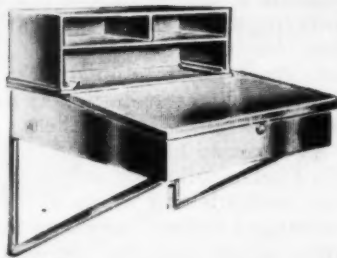


VERSATILE MAGNETIC FLOOR SWEEPER

HOMER MAGNETIC FLOOR SWEEPERS remove nails, wire and other magnetic material from roads, streets, airports, construction jobs, machine shop and factory aisles, loading areas, etc. The use of Homer Magnetic Floor Sweepers is said to pay for the sweepers themselves in a very short time in savings of tires, tire repairs, down-time personnel safety, and recovery of valuable scrap material.

Homer Magnetic Floor Sweepers consist of a permanently energized Alnico V magnet assembly, mounted on semi-pneumatic tires, with ball bearing wheels. Handles are of tubular steel—with plastic handle grips and adjust to two positions; for manual use, or for towing with truck or other vehicle.

Homer Magnetic Floor Sweepers are available in three models: Model 100 for light duty; Model 200 for heavy duty and Model 300 for duty requiring Hi-Intensity magnetic attraction.



NEW LINE OF SHOP DESKS

The **INDUSTRIAL BENCH AND EQUIPMENT MFG. CO.** has a new series of all-steel industrial shop desks for shop instructors, supervisors, shipping clerks, inspectors and foremen. They are made to fit the individual needs of these vocations, and come in various sizes and styles. Each features a smooth steel sloping writing surface, with compartments or pigeon holes right over the desk for easy access.

Three free-standing types are available: stationary, portable (with casters), and cabinet (bottom completely closed with an adjustable shelf). All are 34 1/2" wide, 20" deep, and 52" O.H. Wall types that can be hung on any wall or support are of similar dimensions.

PORTABLE POWER HACK SAWS WORK IN ANY POSITION

Any job that requires hack saw work generally results in a great deal of wasted effort—especially maintenance jobs at off-the-floor locations. Sawing by hand, while standing on a step-ladder, is an awkward, inaccurate and time-consuming job.

Nothing points up the disadvantages of sawing by hand than the uses to which a portable power hack saw can be put. The **LIPE-ROLLWAY HAND-I-HACK** is an example of this new type of tool. Weighing 48 pounds, the saw cuts in any position, metal, plastic or fibre stock of 3" or less diameter at any angle from 45 to 90 degrees. The saw blade draw cuts and then lifts on its return stroke, eliminating the necessity for weights. This action enables the saw to be operated vertically, horizontally, and upside down.

NEW LITERATURE

Due to the recent change in center drill standard as set up by the Center Drill Manufacturers at a recent conference, the **READY TOOL COMPANY** has re-issued their "**ENGINEERS MASTER CHART FOR CENTER HOLE DESIGN**," conforming to the new number system. This new sizing method has reduced the number of drills necessary and simplified the coding of sizes greatly.

A new general information brochure describing the Utica Koldweld process for cold pressure welding has been announced by the **UTICA DROP FORGE & TOOL CORP.**

The Koldweld brochure explains in detail the numerous applications of the Utica Koldweld tools already working in the field. Many actual photographs illustrate data on Koldweld tools and dies, weldable material, results of lab tests and samples of actual welds produced in industry.

One of the chief aims of the Koldweld brochure is to aid prospective users in determining tools to specific needs of unique interest.

A bulletin entitled "**FOR GREATER EFFICIENCY**," is now available through the **BARRY CORPORATION**, manufacturers of shock and vibration isolators.

The bulletin discusses the problems of greater utilization of capital equipment and methods of pin-pointing and overcoming sources of inefficient plant and machinery operation. The bulletin also discusses steps in attaining efficiency objectives including: (1) Keeping production and assembly lines flexible (2) Keeping maintenance off the production line, and (3) Checking the effect on product quality of building-borne vibration.

"**ACCIDENT PREVENTERS**," the **NATIONAL SAFETY COUNCIL'S** new employee training leaflets, are packed with illustrations and sound tips on how to stay safe on the job.

Using few words but plenty of colorful cartoons, the preventers teach safety to today's worker who is accustomed to the fast visual presentation of television and the picture magazines.

A new booklet on office lighting, "**GOOD LIGHTING IS GOOD BUSINESS**," has been released by **SYLVANIA ELECTRIC PRODUCTS INC.** Written in non-technical language, the book covers such topics as layout and planning, maintenance, room finishes and color, quantity of light, fluorescent vs. incandescent, light distribution, natural lighting and various lighting systems.

The new book contains numerous photographs of modern lighting techniques and some pictures of poor installations for comparisons. Also included are charts of recommended values of illumination in terms of foot-candles. Combination sound reduction-illumination systems are also discussed.

The diversified manufacturing activities of the **BLAW-KNOX CO.** are shown in a recently published informational brochure entitled "**THIS IS BLAW-KNOX**."

It contains illustrated material on all major departmental operations in the company's eleven divisions. Chief emphasis is placed on products and services and their industrial applications.

CAPITALISM BUILDS A BETTER AMERICA

(Continued from page 19)

cross section of American industry.

After our tour of the exchange, I asked Mr. Phelan about the small investor. How can he and his family become shareowners in America's great industries and participate in the profits?

Earlier this year, he told me, the exchange instituted a Periodic Investment Plan which permits monthly or quarterly purchases of stock.

Under this new and very interesting plan you can purchase and trade stocks on the stock exchange in amounts as little as \$40 every three months. Actually, the plan allows for the purchase of any stock at any time, provided, of course, the purchase is \$40 or more. If the stock is selling above \$40 the purchase is for a fractional share. As a result of this broad program I understand more people than ever before are realizing the worthwhile advantages and gratification of becoming shareowners and contributing, however small their holdings might be, toward a better business and industrial future for the nation. Another interesting fact concerning this

program is that participants are receiving all dividends for which they are entitled, either on a full share or fractional basis; and if the investor desires, these dividends can be re-invested.

As I paused to say goodbye to Mr. Phelan following one of my very enlightening visits at the exchange I noticed carved on the stone facade over the big doorway leading into the Exchange building these well chosen and meaningful words: "Los Angeles Stock Exchange—An institution founded on integrity, created for the economic welfare of the community, state and nation, and dedicated to the service of all who seek an open market for the interchange of securities."

How wonderful, I again thought, to be a part of this great American system of free enterprise and to know that such institutions as the stock exchange help form and provide the backbone for this nation's high standard of living.

I am sure that the management men of this country as well as every other citizen, upon closer examination of our free economy system and the meaning of ownership in America, will have the same feeling of satisfaction and accomplishment that I did in discovering what makes capitalism tick.

I BELIEVE

There are certain spiritual bonds which bind all men of the management profession, and by helping to strengthen these bonds, The National Association of Foremen has achieved greater unity in management.

It seems to me that the NAF, with its personal development programs, its code of ethics training, and management unity work, probably has done more to bring about a true understanding between all levels of management men than any other organization.

The NAF long ago endeared itself to me because it bases its teachings on a fundamental belief in God, because it emphasizes positive thinking, because it places ethics first and foremost, and because it teaches the crucial importance of individual liberty and free enterprise. It is indeed a unique organization, exert-

ing a healthful influence on our profession.

Since its humble beginning in Dayton, Ohio, in 1919, the NAF has developed an interesting program of training for all members of the management profession. The leaders of the NAF and the majority of its membership understand and acknowledge the spiritual bond which binds them. This understanding and feeling of fraternalism has given the NAF the will to overcome many obstacles, and is accountable, in large part, for the fact that it is now the largest association of management men in the world.

Hundreds of managers—if not thousands — unquestionably owe much of their success to the NAF.

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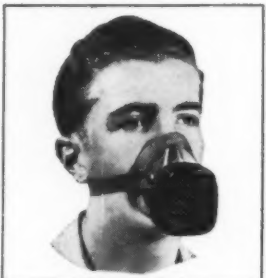
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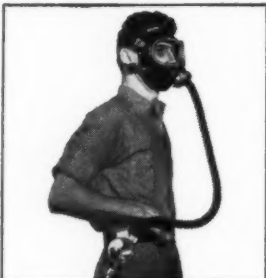
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